

KNOWLEDGE ACCESS FOR RURAL INTERCONNECTED AREAS NETWORK KariaNet

A SELF-ASSESSMENT STUDY



FINAL REPORT

Draft 2.0

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A- The Self-Assessment Study Team

Rathin Roy is a development consultant and facilitator working primarily in the areas of sustainable livelihoods and natural resources management. He enables and facilitates individuals, communities and organizations to learn, think strategically and to change. With backgrounds in electrical engineering, public health and political science and having spent almost a decade and a half working in the Fisheries Department of the Food and Agriculture Organization of the UN, Rathin started consulting in the year 2000. Rathin is based in Chennai, India and is the Chair of the Board of Directors of the Rural Innovations Network, Limited a company helping innovators to incubate their innovations and take them to the market to benefit the rural poor. Rathin's interests include understanding governance in complex, multi-stakeholder situations, conflict resolution using dialogue processes, wondering what could help people decide on what is enough in consumption and bringing in the cultural and spiritual dimensions into development praxis.

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Ziad Moussa is a multi-disciplinary development professional with a proven track record in the fields of participatory development (design, execution & evaluation) as well as facilitation/training. He consulted and/or trained on short, medium and long term basis in various development projects covering the entire Middle East and North Africa countries (Algeria, Egypt, Jordan, Lebanon, Morocco, Palestine, Syria, Tunisia and Yemen) working with international donors such as IDRC, the EU, USAID, USDA, UNDP and FAO. He also facilitated conferences and multi-stakeholders networking and advocacy events in more than 30 countries in the five continents in a variety of development and intercultural topics.

Mr. Moussa is currently the Officer in Charge of Capacity Development and Outreach at the Environment and Sustainable Development Unit (ESDU) of the American University of Beirut (AUB) and a Senior Associate at Development Management International (DMI s.a.r.l)

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B- Executive Summary

KariaNet is a partnership between IFAD, IDRC and nine IFAD-supported projects in the Near East and North Africa region. It's overall goal is to improve operations and outcomes of IFAD-funded projects and it's overall purpose is to strengthen the capacity of selected IFAD-funded projects in the NENA region to share and communicate useful experiences, knowledge and information amongst themselves, with IFAD and with other partners.

KariaNet was designed in 2003-2004 and implemented between 2005 and 2007 (now extended until December 2008). As IFAD seems to be keen on moving further with the program and upon the recommendation of the Steering Committee (of KariaNet, two independent consultants, Rathin Roy and Ziad Moussa were contracted to conduct a Self-Assessment Study covering the first phase of project implementation.

The Self-Assessment Study aimed at appreciating the achievements of expected outcomes and changes, according to the logical framework of KariaNet. It also reviewed what worked well and what did not work as originally planned, and explored the root causes of both successes and shortcomings in order to explore new avenues and directions for future programming.

An assessment of KariaNet's performance was arrived at by synthesizing the self-assessments by the primary target of the KariaNet effort, the staff of participating IFAD-funded projects and their partners, and where pertinent overlaying it with the assessments of the consultants. The learning that emerged from the assessment is not only a good indicator of what worked well and what could have been improved upon but also a good proxy for what the project achieved. The learning, reported in detail in the main report, could provide guidance and direction to future efforts.

The self-assessment study found that KariaNet was accountable to its mandate by completing a majority of the activities it planned to undertake. The results were by and large achieved by the end of the initial project period, in spite of problems and obstacles that caused delays during the implementation of the project.

In terms of **relevance**, the activities undertaken and the results that they sought to achieve were mostly relevant to achieving the objectives. More emphasis on enabling projects and communities to learn from their own efforts and from others in order to improve would have perhaps paid greater dividends in the end

In terms of **effectiveness**, outputs were effectively implemented and most of the results were achieved in spite of delays. There were a few shortcomings; the connectivity at the level of the project management units was not complete; the regional website was very delayed, though alternative vehicles were innovatively used to prevent collateral damage; content development and access, particularly by and from institutions in the region did not come up to expectations; and, perhaps most importantly, the project's management

seemed to lack a good management information and learning system to help them to learn and adapt and respond.

In terms of **efficiency** the project - and in spite of early delays - accelerated at the end and achieved most of its results, but the speeding up at the end may have resulted in not being able to pay adequate attention to quality.

The consultants would hence place the overall achievement level of the first phase of KariaNet somewhere towards the lower end of the 70-80% range, which can be considered a good achievement for a project that is in its early stage and which corresponds to an overall 'A' grade according to the ranking system followed in this report.

In considering the wider **sustainability** dimension of the effort it seemed that the design document did not propose strategic ways of dealing with IFAD-supported projects coming to an end nor did it clearly anticipate and suggest approaches to replicating and up-scaling the KariaNet effort to the whole of the NENA Region.

The consultants recommend that **in order to sustain the achievements of the first 3 years** (now extended to 4) at different levels, **a second phase of programming should be envisaged**. This is further confirmed when we see that the potential clearly exists and has shown, on occasion, the value that the network and its learning and sharing activities can add to improving the performance and impact of IFAD's projects.

The Phase II of KariaNet is invited to reflect on the following key questions:

- How can KariaNet articulate best the contribution of ICT to social transformation in improving the livelihoods of IFAD target groups?
- How can the upcoming KariaNet design recognize and acknowledge the contributions of multiple actors and factors to social change?
- How can KariaNet support innovation by encouraging on-going learning and improvement as its activities unfold?
- How can KariaNet sustain its achievements by going beyond the "comfort zone" of the direct control and influence of IFAD and IDRC?

The ideas, approaches and methods of KariaNet can be parsed and recombined in new ways to provide a conceptual and managerial learning platform at the field level and at the regional level to help implement initiatives of IFAD's Action Plan and IDRC's presence as Research & Development Center of Excellence in the MENA region

The focus of the future KariaNet programming should be centered on learning to improve performance and impact. The following recommendations could constitute the pillars of a proposed "Road Map" for future programming

- Learning & sharing and linking up & networking should be a bottom-up effort starting with projects & communities, working up to national networks and finally to regional network of networks.
- Networks should be made up of individual “champions” and organizations to enhance sustainability.
- Unless the future KariaNet is completely owned by its members, by projects, by country programmes and by the Division it will not generate the results it sets out to. In practice, this would mean that the proposed new design could foresee three interconnected layers for the work, each associated with its own potential source for funding:
 - Facilitating connectivity & capacity at project & community levels should be a project responsibility. Projects using their own funds and using training, coaching and mentoring inputs and regional efforts will evolve learning processes and platform.
 - Country programmes using their funds will facilitate and enable learning, sharing and networking at the country level, including a possible catalyst role with seed funding for launching national networks
 - The regional component of the future KariaNet using grant funds will then facilitate and enable learning, sharing and networking at the regional/global level and provide technical & management advisory services to country programmes and projects to give direction to their efforts and assure quality.
- The management of a future KariaNet effort should be flexible and adaptive, with embedded monitoring and learning systems. Outcome Mapping is suggested as a pre-requisite for securing the embedded monitoring and learning systems dimension.

1. Background and Introduction

Knowledge Access in Rural Interconnected Areas Network (KariaNet) is a multi-stakeholder partnership between the International Fund for Agricultural Development (IFAD), the International Development Research Centre (IDRC) and nine IFAD-funded projects in the Middle East and North Africa (MENA). KariaNet seeks to foster networking among its member projects for the sake of sharing useful knowledge and exchanging relevant information and experiences, first among themselves, and therefore with the "external world". The underlying overall goal of the network is to improve operations and outcomes of its member projects and enhance the fulfillment of their objectives, contributing hence to the improvement of IFAD target groups' livelihoods.

KariaNet was designed in 2003-2004 and implemented between 2005 and 2007 (now extended until December 2008). As IFAD seems to be keen on moving further with the program and upon the recommendation of the Steering Committee (SC) of KariaNet, two independent consultants, Rathin Roy and Ziad Moussa were contracted to conduct a Self-Assessment Study covering the first phase of project implementation.

Ziad Moussa was identified and contracted by IDRC while Rathin Roy was identified and contracted by IFAD. Although very familiar with the institutional context of IDRC and IFAD respectively, both consultants were not previously engaged with any KariaNet related activity, which enabled them to have a totally impartial approach in facilitating the Self-Assessment of the Programme. Both consultants worked according to the Terms of Reference (ToRs) provided in Annex 1 of this report. It is worth mentioning that the TORs of the two consultants differ substantially in the presentation of the rationale for conducting the Self-Assessment but are identical with respect to outputs and deliverables.

A first version of this report was presented on February 4th 2008 and debated with KariaNet's Steering Committee (SC) on February 25th 2008. This first version was heavily skewed towards a qualitative interpretation of the Self-Assessment Study results (the outline of the presentation of the findings of the first version are provided in Annex two of this report). Based on the request of the SC the present version was developed and tried to provide more empirical evidence to the conclusions highlighted in the first version in order to answer specific methodological and reporting concerns expressed by IFAD.

2. Methodology

As detailed in the TORs, the Self Assessment Study aimed at appreciating the achievements of expected outcomes and changes, according to the logical framework of KariaNet. The Study also aimed at assessing the relevance and effectiveness of the achievement in the light of the planned strategy by reviewing what worked well and what did not work as originally planned,

and explore the root causes of both successes and shortcomings in order to explore new avenues for future programming and to formulate recommendations for eventual changes and follow-up.

The study was conducted in a *formative spirit* that is backward looking and forward looking at the same time and that aimed more at understanding the actors and factors behind what worked well and what didn't, rather than judging in a normative way achievements and shortcomings. It builds on the Self-Assessment model that goes beyond measuring the results of an organization's programs, products, and services but integrates these results with the techniques of formative assessment with the aim of improving performance.

The *normative conclusions* presented in this report are inspired from IFAD's Evaluation Process and Methodology which constitutes a common framework for systematic use across all IFAD's project evaluations.

Methodological tools included interviews and focus group discussions, which were designed along the Appreciative Inquiry (AI) principles. AI is a methodology for understanding and enhancing organizational innovation, first developed by David Cooperrider at Case Western University in the 1990', as well as the recent work of Rick Davies and Jess Dart on the Most Significant Change (MSC) Technique which was developed in 2006 as a more "formal" methodological tool for putting the Monitoring and Evaluation principles embedded into AI into a user-friendly systematic format.

Both AI and MSC rely heavily on introspective story telling as a way of understanding the complexity of organizational change that spills beyond the linearity of the Activities → Outputs → Outcomes → Impact sequence and that transforms challenges into powerful strategic questions to quickly discover the strengths, best practices, and passions for improvement and innovation that already exist in an organization or programme.

Outcome Mapping (OM) was also another methodological inspiration for the Self Assessment Study. OM was developed by Sarah Earl, Terry Smutylo and Fred Carden from IDRC's Evaluation Unit in 2001 as a method for planning, monitoring and evaluating the social effects and internal performance of projects, programmes, and organizations and departs from the assumption that while a program might be able to influence people's actions, it cannot control them. The originality of the methodology is its shift away from assessing the products of a program to focus on changes in behaviors, relationships, actions, and/or activities of the people and organizations with whom a development program works directly which is extremely pertinent for the case of KariaNet. It is worth mentioning that KariaNet had an embryonic OM framework which could be used as a starting point.

The Self Assessment study was developed along 6 distinct moments:

- Review of the Secondary Data at home station (September – October 2007)

- Participation in the 3rd Annual Thematic workshop in Cairo, meetings with the Regional Coordination Unit (RCU) and animation of a collaborative evaluation workshop with KariaNet stakeholders (October 2007)
- Visits to the KariaNet projects in Egypt, Jordan, Morocco, Sudan and Tunisia, the National Knowledge Sharing Network in Egypt, the pilot community ICT project in Hartha - Jordan and the IFAD-NENA Division in Rome (November - December 2007)
- Submission of the first draft of the Self-Assessment Study and meeting with the KariaNet SC in order to discuss it and receive feedback (February 2008)
- Second round of face-to-face meetings between the consultants in Aleppo - Syria in order to address the concerns raised by the SC during the discussion of the first draft (March 2008)
- Submission of the second draft of the (April 2008)

The detailed timeline for conducting the Self-Assessment Study is provided in Annex 3 of this report.

It is worth mentioning that the consultants were given unrestricted access to the KariaNet administrative and technical database and were hence able to conduct an in-depth review of secondary data prior to meeting the RCU and embarking on the field work part of the assignment.

The 3rd Annual Thematic Workshop of KariaNet provided a privileged opportunity for the consultants to meet face-to-face, and to meet with the KariaNet Regional Coordination Unit (RCU), prior to conducting a half-day collaborative evaluation session with all the participants attending the 3rd Annual Thematic Workshop. The findings of this collaborative evaluation exercise (provided in Annex 4) raised very important insights the past and future perceptions of KariaNet and determined the broad lines of the field work that took place subsequently.

During their field visits, the consultants followed an appreciative survey protocol (shown in Box 1 below) and aiming at capturing the main lessons learned and challenges encountered, in view of exploring new avenues for future programming. Particular emphasis was put on developing evidence-based findings by transforming challenges into key strategic questions aimed at probing in a “rapid but relaxed” manner strengths, best practices and passion for improvement (with shortcomings and possible failures being *de facto* the other side of the coin). Due to schedule, timing and language constraints, Rathin Roy visited the projects in Egypt, Jordan and Sudan and met IFAD-NENA managers in Italy, while Ziad Moussa covered the projects of Morocco and Tunisia. Both consultants met face to face in Egypt for 5 days, and exchanged well over 200 e-mails and around 15 hours of Skype in order to exchange findings, harmonize the approach and analyze the outcomes.

Following the submittal of the first draft of the report, both consultants were invited by the Steering Committee of KariaNet to discuss the findings during

the 4th meeting of the Steering Committee (SC) that was held in Cairo in February 2008. The SC requested substantial changes in the way findings were structured and presented, and requested additional empirical evidence in support of the conclusions presented by the consultants. Rathin Roy was supported to travel to Syria in March 2008 in order to discuss and harmonize the findings with Ziad Moussa, after which the present second draft was submitted.

BOX 1: The Appreciative Survey Protocol

Followed during the visits to KariaNet participating projects

1. What are the actual actions and processes by which the key players of KariaNet (i.e. the PMs and the PKFs) 'spread the knowledge and the skills' they have acquired within their projects at different levels?
2. How do people in the project perceive KariaNet and its Mission? Who in the project feel that they belong to or have some ownership of KariaNet? Why or why not?
3. What did the project do differently in its work because of KariaNet's efforts? Can you show the difference in addition to talking about it? If not, why not?
4. What would you like to have seen KariaNet doing? Did it happen? Why? If not, why not?
5. How do you think something like KariaNet could help in improving in the performance and impact of IFAD projects?
6. Given that both IFAD projects and KariaNet are time bound efforts that will come to an end, what if anything can be done to ensure that knowledge/learning generating and sharing activities can go on in some form? Would bringing into the network others in the project's area influence and at the national level help? Was this done? If not, why not?

3. Achievements of KariaNet (2005-2007)

The actual achievements of KariaNet during the 2005-2007 period were consolidated from the Annual Work Plan and Budget (APWB) and the Annual Progress Reports (APR) of the three years, which were produced by the Regional Coordinating Unit (RCU) and amended and agreed to by the Steering Committee (SC) of KariaNet. The achievements were triangulated with discussions with the RCU and observations of the consultants during their visits to the participating IFAD-funded projects.

The overall goal of KariaNet is to improve operations and outcomes of IFAD-funded projects, enhance the fulfillment of project objectives and improve livelihoods of IFAD target groups. KariaNet's overall purpose is to strengthen the capacity of selected IFAD-funded projects in the NENA region to share and communicate useful experiences, knowledge and information amongst themselves, with IFAD and with other partners. KariaNet's strategic approach envisaged that the first phase would emphasize the establishment of a functioning network and test a working model in the selected countries. Therefore, KariaNet set out to achieve five outputs, which would lead to

increased knowledge sharing amongst the project staff of selected IFAD-funded projects, as well as with other stakeholders.

The five outputs KariaNet set out to achieve are:

Output 1: Information Management Systems and capacity for using Information and Communication Technologies (ICT) strengthened.

Output 2: Capacity to document, manage and share knowledge is developed.

Output 3: Relevant content is developed and networking amongst IFAD-funded projects is strengthened.

Output 4: Pilot innovative ICT mechanism for involving rural communities in knowledge sharing developed.

Output 5: A functioning network supported by a Programme Coordination Unit is established.

The purpose of this exercise in the self-assessment study was to clearly and systematically show the progression from the LogFrame of KariaNet, which, building on the strategy as stated in the Appraisal Report, gave direction to the 3-year indicative work plan, to the APWB of each year of the project, which set out in detail what needs to be achieved and finally to the APR, which reported on the achievements. The detailed analyses of each of the three years of implementation are included in Annex 5. The analyses assessed the degree of achievement of each activity by classifying them into three categories:

1. Those in which planned expectations were met;
2. Those in which problems and obstacles prevented KariaNet from achieving the planned expectations within the allotted time; and
3. Those in which planned expectations were exceeded in the allotted time.

The findings of the three years of implementation were further consolidated into a table, shown below, and this enabled the consultants to arrive at a grading of the level of achievement in quantitative terms of the activities of each of the five major outputs that KariaNet set out to achieve, based on a guestimate numerical scale shown in Box 2

Box 2: Numerical Grading Scale of Outputs

| Grade | Description | % Achievement |
|-------|------------------------|---------------|
| E | Excellent achievement | 90 – 100 % |
| A+ | Very good achievement | 80 – 90% |
| A | Good achievement | 70 – 80% |
| B | Acceptable achievement | 60 – 70% |
| C | Poor achievement | < 60% |

It is important to read this table keeping in mind the activities, as described in Annex five, to understand the evolution of activities from the objectively verifiable indicators of the LogFrame to the results that the Annual Plans set out to achieve.

The self-assessment study found that KariaNet was accountable to its mandate by completing a majority of the activities it planned to undertake in order to achieve the results that would add up to the five outputs. The results were by and large achieved by the end of the project period, in spite of problems and obstacles that caused delays during the implementation of the project.

| LogFrame Outputs with their objectively verifiable indicators | Achievement of Results |
|---|--|
| <p>Output 1: Information Management Systems and capacity for using Information Technology strengthened</p> <ol style="list-style-type: none"> 1. At least 5 project websites are operational before the 2nd quarter of 2006 2. At least 8 PMUs among the 10 selected projects are using e-mail to communicate by the end of 2005 3. At least 5 projects have set up a LAN with a connection to the Internet by end of 2005 | <p>Achieved Results:</p> <p>All 9 projects (1 project having dropped out of the KariaNet activity in 2006 because they could not take part in the activities) had their PMUs, and, in some cases, their remote field units, connected with LANs and WANs.</p> <p>Eight projects had high-speed Internet connectivity using ADSL, and 1 project had a VSAT connection. The 9 projects organized 26 courses at the local and national level on ICT use for 288 staff members, providing them with computer and internet use skills, some at industry-certified levels. Staff in all 9 projects use e-mails to communicate.</p> <p>Eight projects have functioning websites and 1 is in the last stages of setting it up. Some websites were upgraded. Training on website maintenance and updating was provided. Project briefs for all 9 projects were developed and uploaded in English, while translations into Arabic and French are in progress.</p> <p>All 9 PKFs were trained in computer and LAN maintenance. All nine member projects have acquired small digital equipment like digital cameras, video cameras, flash discs, and external hard discs for knowledge capture and are using them.</p> <p>One project developed a LAN-based database, dialogue and reporting system for project management but could not upload it for on-line use due to limited connectivity.</p> <p>In the first year and half the project activities were delayed because the contractual agreements required to enable disbursement of funds was delayed. In spite of the delay, projects contributed and used their own funds to progress activities.</p> <p>Results Not or Not Adequately Achieved: Complete, high speed connectivity was not achieved of all PMUs, their remote units and selected partners. The development and operationalization of pilot on-line dialogue and reporting scheme for project management was limited to a single pilot.</p> |
| Guesstimate of Achievement of Output 1 | A |

| LogFrame Outputs with their objectively verifiable indicators | Guesstimates of Achievement with remarks on targets not achieved |
|---|---|
| <p>Output 2: Capacity of IFAD-funded projects to document, share and manage knowledge is developed</p> <ol style="list-style-type: none"> 1. At least 10 PKFs are trained in knowledge management and LAN administration by end 2005 2. At least 5 projects have trained their staff on ICT use by 06/2006 | <p>Achieved Results:</p> <p>All 9 PKFs were trained first by international experts in knowledge management and LAN administration and later by the RCU using e-mail and Skype on preparation, facilitation and reporting of e-discussions.</p> <p>All 9 projects have trained their key staff in ICT use and in documenting, sharing and managing knowledge.</p> <p>Three very successful annual thematic and coordination workshops were held bringing the member projects and partners together. Each thematic workshop focused on one important subject and member projects developed, documented and presented success stories with the participating beneficiaries.</p> <p>Thirteen project level workshops, 1 national workshop and 10 mini workshops were organized by member projects to build public-awareness in the use and utility of ICT and knowledge sharing.</p> <p>A regional training course on video filmmaking provided hands-on skills to 10 staff from the 9 member projects. This training was particularly appropriate as every project started to experiment by using video films to document success stories and to create extension materials, which were used in working with community members. The media proved particularly useful because it enabled people with relatively lower levels of literacy to learn.</p> <p>Results Not or Not Adequately Achieved: Without the delays in the early days of the project perhaps the achievements relating to awareness building amongst beneficiaries and developing materials ad media in response to demands of project staff and beneficiaries could have been a lot more than achieved.</p> |
| Guesstimate of Achievement of Output 2 | A |

| LogFrame Outputs with their objectively verifiable indicators | Guesstimates of Achievement with remarks on targets not achieved |
|---|--|
| <p>Output 3: Relevant content is developed and networking among IFAD-funded projects is strengthened</p> <ol style="list-style-type: none"> 1. A regional website is operational before the end of 2005 2. At least 3 regional/national training courses are organized before 06/2006 3. At least 2 workshops are organized before end 2006 4. A virtual workspace is used by IFAD and RCU by end 2005 and at least 2 IFAD-projects are using the virtual workspace by end 2006. 5. A National Network for Poverty Reduction is established in Egypt by 06/2006 | <p>Achieved Results:</p> <p>The knowledge and information needs of the network members were assessed and the results were used to give direction to programming, particularly content development.</p> <p>The regional website was delayed first due to other programme priorities and preoccupations and later because it was redesigned and deployed on a private server. The backlog of information and content and materials being received by the RCU are being digitized and uploaded and the website is regularly updated and maintained. However, while waiting for the website KariaNet promoted the use of D-Groups, Skype conference chats and e-discussion to facilitate sharing and learning and to work collaboratively.</p> <p>The three D-groups were successful to varying extents and provided space to facilitate the organization of regional activities and to develop success stories collectively. After discussions with several regional bodies agreements were reached with ICARDA in Syria to custom develop content based on KariaNet members' needs. Agreement was also reached with IDRC to provide access to materials their regional research bodies were generating.</p> <p>All 9 projects developed mass outreach content and started to distribute them in their target areas. These included 13 video films, 3 interactive CDs, 1 project database and 7 print media publications. KariaNet also enabled some of the projects to run national thematic workshops to network and share with their partners.</p> <p><i>While the progress was extremely slow, the National Knowledge Sharing Network for Poverty Reduction was finally established and got formal recognition early in 2008. There were a few activities but in general the action plan agreed to was not fully implemented.</i></p> <p>Results Not or Not Adequately Achieved: The delay in setting up the regional website affected the performance of other activities that were based on the website platform. The project made valiant efforts to catch up at the end but time was against them. The second shortfall in achieving this output was the delay in the establishment of the national network in Egypt and its generally lackluster performance. Finally a planned regional workshop on IFAD's regional networking experience was planned but could not be implemented.</p> |
| Guesstimate of Achievement of Output 3 | B |

| LogFrame Outputs with their objectively verifiable indicators | Guesstimates of Achievement with remarks on targets not achieved |
|--|--|
| <p>Output 4: A pilot, innovative ICT mechanism for involving rural communities in knowledge sharing is developed</p> <p>1. At least 1 multi-purpose community telecentre is operational by the end of the project</p> | <p>Achieved Results:</p> <p>Based on proposals received from 6 projects the Yarmouk Project's proposal to establish a pilot, innovative ICT mechanism for involving rural communities in knowledge sharing with the Hartha community was selected.</p> <p>An extension agent was identified, trained and deployed as the CBKF.</p> <p>The knowledge and information system of the Hartha Community was studied and the results used to give direction to the pilot initiative.</p> <p>The equipment necessary to set up a computer/internet centre for the community was procured and set up and the community centre is functional and quite heavily used by the community.</p> <p>Four awareness building workshops for community members on ICT use and benefits and 5 training programmes on ICT use for knowledge sharing were organized.</p> <p>The community uses the centre for communication, searching and scouting for information of use to them, for learning and occasionally for entertainment. The centre was so successful that the Hartha Charitable Society, who were the prime partners in the initiative, set up another centre to expand services and access.</p> <p>The success of this pilot initiative gave rise to another KariaNet project undertaking a similar initiative with one of their communities, using their own project funds.</p> <p>Results Not or Not Adequately Achieved: The only result that was not adequately addressed was the key one of enabling and facilitating knowledge sharing.... Which is a two-way process. Learning from others, which the community did in abundance, and learning and sharing their knowledge with others, which they did not quite get around to in the limited time.</p> |
| Guesstimate of Achievement of Output 4 | A+ |

| LogFrame Outputs with their objectively verifiable indicators | Guesstimates of Achievement with remarks on targets not achieved |
|---|--|
| <p>Output 5: A functioning network supported by an operational Regional Coordination Unit is established</p> <ol style="list-style-type: none"> 1. A regional 3-year workplan is available by 06/2005 2. A Regional Coordination Unit is operational at maximum by 06/2005 | <p>Achieved Results:</p> <p>The Regional Coordination Unit (RCU) was set up, staffed and became operational ahead of schedule. The RCU had access to the expertise of the senior ICT4D specialist of IDRC on a committed basis and close managerial-supervisor relationship with IDRC, in whose office the RCU was located.</p> <p>The routine managerial tasks were more than adequately undertaken by the RCU, including managing the project's resources and budgets according to IDRC rules, preparing three-year and annual work plans and budgets, preparing annual progress reports and meeting the audit needs of the organization.</p> <p>The RCU successfully organized the various governance gatherings, some physical and the others electronic and that included Steering Committee and Programme Management Committee meetings.</p> <p>The Regional Coordinator visited member projects, facilitated their efforts at implementation, provided hands-on training, and undertook supervision.</p> <p>The RCU organized very successful annual thematic workshops, regional training events and meetings. It evolved, developed and nurtured relationships with other partner organizations to the benefit of KariaNet.</p> <p>Results Not or Not Adequately Achieved: The success of this output, which provided the managerial foundation to the entire KariaNet project, was to a certain extent held back by two consequential results or achievements that were inadequately achieved. The first was the unavoidable but unfortunate delays in establishing the legal contractual agreements with the member projects, which delayed a lot of activities and used up scarce time. The complexities of satisfying the needs of two partner organizations and tuning them into the contexts of 10 projects in 5 countries were daunting to say the least.</p> <p>The second inadequate result was the lack of a robust and sensitive monitoring and evaluation system as a learning mechanism of the project. A good beginning of trying to merge traditional logframe based M & E with Outcome Mapping was a non-starter and the project settled for a rather traditional M & E system that did not provide the information and evidence on behaviour changes so necessary in a project that set out to change peoples' behaviours. Worse, the project did not analyze and use the baseline information it had gone to the trouble of collecting.</p> |
| Guesstimate of Achievement of Output 5 | B |

4. Assessment of KariaNet's Performance

An assessment of KariaNet's performance was arrived at by synthesizing the self-assessments by the primary target of the KariaNet effort, which included the staff of participating IFAD-funded projects and their partners, and where pertinent overlaying it with the assessments of the consultants undertaking the self-assessment study. In arriving at an understanding of the performance of KariaNet the following definitions were used to guide the assessment:

Relevance: the extent to which the objectives of the development intervention were consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies

Efficiency: how economically resources/inputs were converted to results

Effectiveness: the extent to which the development intervention's objectives were achieved, taking into account their relative importance

Impact: the positive and negative, primary and secondary long term effects produced by a development intervention, directly or indirectly, intended or unintended and

Sustainability: the continuation of benefits from a development intervention after major development assistance has been completed.

The focus, upon the request of the SC, in assessing the performance of KariaNet was to consider Relevance, Effectiveness, Efficiency and Sustainability. Impact was not given prominence because KariaNet is the first phase of an effort, which lasted only three years, and set out to change behaviour that in the best of conditions may bear fruit only after a much longer gestation period.

Efficiency was judged in a rather subjective manner as the self-assessment study did not have the opportunity to be able to benchmark the achievements of the KariaNet effort in terms of cost or time with comparable efforts elsewhere.

Sustainability was judged first, at the higher level of the design of KariaNet, secondly, at the level of the projects and their ability to sustain such efforts and changes beyond the end of the first phase of KariaNet, and, thirdly, from the insights and perspectives raised by the primary stakeholders of KariaNet during the field visits.

The section below assesses the performance of each output that KariaNet set out to achieve in terms of relevance, effectiveness and efficiency, then looks at the sustainability aspect in an overall sense.

4.1 Information Management Systems and capacity for using Information Technology strengthened (Output 1)

4.1.1 Achievement of Results: As a guesstimate, KariaNet in this output achieved 70 – 80% of the results it set out to, which is considered good achievement corresponding to an overall grade of **A**

4.1.2 Relevance: The achievement of results of activities planned under Output 1 are relevant to meeting the objectives of KariaNet because it provides the basic connectivity, information system and the capacity to utilize ICT that is the foundation upon which knowledge sharing, networking and learning rests. The project staff that received training in ICT use were across the board appreciative of their enhanced capacity because it helped them to do all their work better and more efficiently. The LANs enabled collaborative working at the PMU level and this was particularly appreciated by the Project Directors, who could communicate quickly with their staff, and by the M & E Officers and staff who found it useful in collecting data and information from multiple sources.

The interconnectivity and information system had a tangential but important relevance in that the staff of the projects felt that it encouraged them to make a beginning and write, document and share their experiences, stories and other information, which enabled capture of knowledge, something difficult in a predominantly oral culture.

4.1.3 Effectiveness: Most of Output 1 was effectively achieved by the end of the project period, in spite of initial delays in KariaNet's ability to disburse funds to the participating projects due to delays in arriving at contractual agreements and in getting Internet access in some projects where regulations and very centralized clearance procedures imposed major obstacles. It is to the credit of KariaNet that these problems were mitigated to an extent by projects coming forward to use their own funds to progress activities.

KariaNet could not ensure complete connectivity of PMUs with their field offices and extend the connectivity to selected partner organizations with 6 of the 8 projects visited exhibiting such reduced connectivity. The activity of developing and operationalizing a pilot on-line dialogue and reporting scheme for project management was also not achieved because in spite of the information system being in place in one project the system could not go on line due to inadequate connectivity.

4.1.4 Efficiency: Procurement of equipment, developing LANs, getting Internet access and providing staff training in ICT use and computer and LAN maintenance was primarily achieved through private sector vendors. From the standpoint of effectiveness, outright outsourcing of such efforts

to the private sector could have enabled KariaNet to use its time and energies more usefully in enhancing the effectiveness of other outputs.

Learnings and Qualitative Aspects related to Output 1

- The projects almost entirely depended on private sector vendors to interconnect project teams with each other and the world through the Internet, to build the capacity of the staff in ICT use and LAN maintenance and, in some cases, to design, fabricate, host, maintain and update project websites. Private sector vendors in this sector are capable, efficient, often at the cutting edge of technology and in many cases offer industry-accredited training packages. It makes sense in terms of effectiveness and efficiency to clarify needs and problems and outsource this effort entirely to the private sector in the future.
- Training, irrespective of its quality, is necessary but not sufficient. To build competence and capacity there is a need for coaching and support for learning by doing.
- The power of computation and interconnectivity was in some cases leveraged by project staff to facilitate collaborative work and knowledge sharing. This needs to be built on further to include learning and can be further strengthened through the use of shared files, wiki-spaces, blogs and other collaborative learning and working tools.
- The telecom sector dramatically evolved during the project period, extending high-quality mobile telephone connectivity to several parts of the NENA region. The reach, convenience, increasing cost-effectiveness and the evolving convergence of computation and communication on mobile telephone platforms needs to be better exploited by KariaNet not only to connect projects but, more importantly communities. Knowledge-capture and sharing can be hugely strengthened through judicious use of text messaging, GIS, photo/video and audio capabilities of mobile telephony, which are more user-friendly and closer to traditional communication media.

4.2 Capacity of IFAD-funded projects to document, share and manage knowledge is developed (Output 2)

- 4.2.1 **Achievement of Results:** As a guesstimate, KariaNet in this output achieved 70 – 80% of the results it set out to, which is considered good achievement and is graded 'A' using the scale described in the previous sections of this report
- 4.2.2 **Relevance:** The achievement of results of activities of Output 2 are relevant to meeting the objectives of not only KariaNet but also of IFAD's Action Plan initiatives because they developed the capacity of project staff to document, share and manage knowledge, which are basic and necessary functions to enable networking for knowledge sharing and learning.

Relevance would have been considerably enhanced if the output had given more emphasis to develop the capacity of project staff to learn from their activities and from the knowledge that they acquire. A good beginning was made of learning to learn by documenting success stories, but there is a need to go much deeper into learning in order to progress towards the goal of using knowledge to improve the performance and impact of projects.

The PKFs, with their capacity developed were able to play an important facilitating role, which was much appreciated by the Project Directors, as evidenced by an almost unanimous demand from them to make the PKFs post a regular project management post. The PKF's role in projects could provide the nucleus of a learning platform that could facilitate the implementation at the project level of key IFAD Action Plan initiatives like the Knowledge Management and Innovation Strategies, the New Supervision Model and Management for Development Results.

Project Directors pointed out that KariaNet training and activities like documenting and sharing success stories had begun to create amongst their staff a culture of sharing information and knowledge to the benefit of project management.

The regional thematic workshops were seen by all the involved staff and project managers to be one of the more relevant activities conducted by KariaNet. Such opportunities they pointed out allowed staff, partners and beneficiaries to meet across project and country boundaries, get to know each other, build relationships and share experiences, which encouraged networking. Many felt that such meetings were even more productive than e-connectivity and networking.

The training in video filmmaking unleashed the creativity of the project staff and led to the making of films documenting stories and extension materials that were very accessible to the community because they overcame literacy barriers.

- 4.2.3 **Effectiveness:** The PKF's selected from the participating projects were provided training at the regional level in knowledge management, LAN administration and maintenance and facilitation. They all found the training effective and useful but felt that they would have benefited from more training and coaching to do what was essentially a new and difficult task. Further, during the project-period 4 of the PKFs had to leave their positions for various reasons and were replaced by others, who did not get the benefit of training in a formal sense, thus making them less than effective in their tasks.

All the projects provided selected members of their staff training in documenting, sharing and managing knowledge using local/national

consultants. Unlike the training in ICT use, which is a high demand, fairly standardized and often industry-certified training, the training in documenting, sharing and managing knowledge varied depending on the understanding of the subject (in a developmental context) and the quality of training that local/national resource persons were able to offer. While the staff found it interesting it was obvious that several of them had not benefited from the training to the same level as they had from the training in ICT use. They had difficulty in understanding the concepts and in applying them to their work. This was made obvious in that staff members wanted more training in these areas to build up competency. For an activity so focused and depended on training there should have been more efforts to help projects choose trainers, specify training content and methods and to monitor and evaluate the impact and outcomes of the trainings.

The annual thematic workshops were in the opinion of staff and managers of projects by far one of the most effective and beneficial activities of KariaNet. The workshops enabled people to meet, build relationships, network, learn to identify, document and share success stories. To beneficiaries the workshops were a window to the world that hugely improved their self-esteem.

The regional training in video filmmaking was very effective in that it gave confidence to all the ten participants to return to their projects and make films to document success stories and to develop extension materials. The fact that KariaNet had made available equipment like cameras and video cameras to all projects made this training and its outcomes even more effective. This training and the process that led to make it happen was one of the rare positive deviances from the initial action plan and proves that positive deviance from the initially set AWPB is not only possible but also highly welcomed.

The projects organized several awareness building workshops on the usefulness of ICT use and knowledge sharing. It is difficult to pin down the effectiveness of such activity without a learning/monitoring system and without baseline information to track changes in knowledge and changes in behaviour. While projects towards the end of the project made special efforts and produced media aimed at benefiting their target communities their effectiveness is difficult to pin down because of a lack of evidence of either usefulness or impact of the activities.

- 4.2.4 **Efficiency:** The annual thematic and coordinating workshops were efficiently implemented, using the power of connectivity to plan and prepare for the activity in a collaborative manner. The benefits of the workshops were extended by projects spending their own funds to bring

in more staff, partner representatives and beneficiaries. The excuse of the workshops were efficiently used to piggy back perhaps the only serious learning to learn efforts of the KariaNet, through documenting success stories.

The delays in the early part of the project in coming up with adequate contractual agreements to facilitate disbursement of funds forced KariaNet and the projects to squeeze-in a lot of actions towards the end to generate the results. This speeding-up made it difficult to pay attention to selection, quality and monitoring

Learnings and Qualitative Aspects related to Output 2

- Initiating learning through identification and documentation of success stories was a success. It enthused staff of projects and community members. It built self-esteem. It needs to be developed further, going beyond documentation of success stories, to building the capacity of project staff to extract learning from their work, to scout for information and knowledge and use learning to innovate and improve the performance and impact of projects. The extraction and sharing of learning cannot be dissociated from Monitoring and Evaluation. On the contrary it adds a qualitative dimension to the quantitative focus of the existing MIS system within the projects
- Face-to-face meetings like the annual thematic and coordination workshops provided opportunities to selected project staff and community members to meet, get to know each other, build relationships and share knowledge. They provided the incentive and the reason to continue networking online. This approach of encouraging gatherings to meet, share and learn needs to be encouraged at project-community, national and regional levels.
- The efforts to build the capacity of staff in knowledge sharing, learning and management were relatively less effective than the efforts in ICT use. The understanding of the subject in the context of development varied amongst the trainers, who were drawn from universities/organizations locally and nationally. Capacity building in this crucial area needs attention to curriculum design, careful selection of trainers, training of trainers where necessary, and monitoring and evaluation of the outcomes.
- The concept of the PKF holds considerable promise and can be used to leverage efforts like learning and innovation and enable implementation of IFAD Action Plan initiatives at the project level. The performance of the PKFs varied but some did an excellent job facilitating networking, communication, and building skills in written and verbal presentations. The PKF concept strengthened and with capable persons can play an important facilitative role and provide a learning platform to enable projects to implement critical initiatives like the innovation strategy and the knowledge management strategy at the project level to improve project performance and impact.

- The PKF role is a critical role. At least a few projects lost their trained PKFs to attrition and had to replace them and could not train them to the same extent. For such an important role there is need to build in redundancy by perhaps providing each project with more than one person playing the role of knowledge facilitation. This could also make it possible to bring a certain gender balance to the task.
- Building the awareness of communities on the usefulness of ICT use and knowledge sharing needs to be carefully evaluated for impact to justify the effort.
- Development of media for target groups should be driven by expressed need and carefully clarified, designed, delivered and evaluated to ensure that needs are satisfied.

4.3 Relevant Content is developed and Networking among IFAD-funded Projects is strengthened (Output 3)

4.3.1 Achievement of Results: As a guesstimate, KariaNet in this output achieved 60-70% of the results it set out to, which is considered as an acceptable level of achievement corresponding to an overall grade of 'B'.

4.3.2 Relevance: The three major results leading to this output are the establishment of a regional website to share & manage knowledge and provide a virtual workspace for collaborative work and discussion, develop and upload content of use to the end-users to the website and facilitate the establishment of a national network for poverty reduction in Egypt. The relevance of these activities to KariaNet's objectives needs to be looked at separately.

The regional website would have been extremely relevant to the objectives of KariaNet because it would have provided the backbone for connectivity, knowledge sharing and knowledge management. It would have created a shared memory, a collaborative workspace and with some facilitation could have provided a platform for discussion and learning. The issue remains hypothetical because the website after many delays and hiccups came into being, redesigned and hosted in a private server, in early 2008, too late to benefit from. The efforts of KariaNet to use Dialogue-Groups, e-discussions and Skype Conferences as substitutes were relevant in that they showed what could have been had the website been functional as planned.

The content that was shared was provided by the projects, in terms of their briefs and activity descriptions, by members of the D-Groups and RCU, when they made available to others information and content they had access to. Some content was developed and that was almost exclusively the success stories developed by the member projects. The identification of institutions and programmes in the region, agreements

with them to generate and provide content came late in the project's life and little if anything was developed, barring a translation of a manual and promise of potential access to some of IDRC's research programmes in the region.

The National Network for Poverty Reduction in Egypt if successful could have shown the way to building sustainability into KariaNet's efforts by providing a larger, more diverse and more lasting network for the projects' to embed themselves in. The learning from the national network is too small and preliminary to draw any clear conclusions of actual relevance.

Minor results such as holding thematic workshops, developing and producing mass outreach materials and organizing a regional workshop on IFAD's regional networking experience would have had high relevance to the objectives of developing content and strengthening networking. The mass outreach materials were developed towards the very end of the project period, a few thematic workshops were held and the regional workshop on IFAD's experience was not.

- 4.3.3 **Effectiveness:** The setting up of the regional website was delayed due to several legitimate reasons, but the fact is that KariaNet was not effective in achieving a key objective that had collateral impact on activities that were dependent on a website platform.

The project used other innovative means to undertake activities that would have been based on the website, by using D-Groups, e-discussions, Skype conferences and they were effective to an extent in enabling the results. Content development did take place. Members of D-Groups and the RCU uploaded content for use of the network, the projects generated content in the form of success stories but KariaNet's attempts to build relationships with other agencies and networks in the region to develop custom content and to give members access to the content of others were by and large ineffective though a lot of efforts went into it. The setting up of the national network in Egypt was a slow, tedious process that produced few results. While the future may make up for the time lost the efforts made to date were not very effective in achieving the objective of KariaNet.

**Connecting to Learn and Share:
Understanding the Meta-conversion**

The delay in setting up a regional website did not come in the way of KariaNet establishing electronic forums for discussions. One way to understand how well KariaNet connected people, helped them to reach out and share knowledge would be to look at how the members involved themselves and used the three electronic discussion groups that were set up by the activity. The largest group was an open

group for all members, stakeholders and interested parties. Another group was for the PKFs and the third group was one set up to serve the members of National Network for Knowledge Sharing for Rural Poverty Reduction in Egypt.

The most active group was that of the PKFs and the least active belonged to the National Network in Egypt. An analysis of what was shared showed that:

- Networks were actually used to share information, but very little of the knowledge extracted from the work of the members was shared. However, there were a few cases that showed the potential.
- Connectivity alone does not necessarily lead to interaction and sharing and this was enabled and nurtured by face-to-face meetings.
- A surprisingly large number of participants when given an opportunity to comment on, join in and work with others, help think, plan and implement an event or develop a document did so.
- Participants shared information and knowledge that they had come across and thought would be useful.
- Moderation and facilitation played an important part in the discussion groups and is necessary not only to moderate but also to synthesize the discussion, raise questions and nurture the dialogue.
- The networking would have been more effective if all staff of the PMUs and the field units and their partners would have been well connected.
- The generating and sharing of knowledge had a good beginning in the development of success stories and further progress in extracting learning and using it to improve performance would have given a boost to the networking.

An extensive Case Study on the discussion groups is included in Annex 6 of this report

4.3.4 Efficiency: Most of the results of this output were achieved but just about, as the project was coming to an end. This brings up the issue of efficiency or the lack of it, in terms of getting things done on time. The issue of cost efficiency cannot really be addressed because there were no benchmarks available to compare with KariaNet's performance but delays and low levels of results in such key output areas as the regional website and in content development would suggest that KariaNet did not efficiently deploy its resources in these areas to get its results.

Learnings and Qualitative Aspects related to Output 3

- The regional website, like the project websites, should have been designed, fabricated, hosted and maintained by private sector vendors, which might have avoided the delay and provided a good vehicle for related activities.

- Content development should have focused on projects learning and developing their own content to share with others. Access to content developed by others could have been provided by training staff in scouting for information and knowledge, rather than generating bespoke content at considerable cost and effort.
- Collaborative work, e-discussions and e-forums can be very useful if they address the needs and concerns of the network participants and are moderated and facilitated.
- National networks may prove to be the anchor to provide stability and sustainability to knowledge networks, but should evolve from the needs and efforts from the participants rather than be imposed from the top.

4.4 A pilot, innovative ICT mechanism for involving rural communities in knowledge sharing is developed (Output 4)

4.4.1 Achievement of Results: As a guesstimate, KariaNet in this output achieved 80-90% of the results it set out to, which is considered very good achievement and corresponding to an overall grade of 'A+'

4.4.2 Relevance: The achievement of the results of activities of Output 4 are relevant to meeting the objectives of KariaNet, especially to devolve the networking and knowledge sharing to the communities that IFAD works with and for. Learning communities that share experience, innovations and learning amongst themselves and with the world at large, would assure the improvement in the performance and impact of IFAD's projects. In order to be relevant the pilot effort not only had to test the feasibility of providing connectivity, but also building the capacity of the community members in using ICT, learning from their experience, learning from others and sharing such knowledge.

The community found the Internet-connected computer/tele-centre very relevant to their needs. The facilities and their training in their use allowed them to communicate using a variety of means like e-mail, Skype and messaging. The community used the Internet access to browse and scout for information they needed. For example 2 beekeepers sourced information on treating their bee colonies for an ailment using indigenous medicines. They also were able to increase their honey production by doubling the number of queens in each hive. Another farmer used the Internet to source high quality seeds and procured a drip irrigation system with the facility of adding the fertilizer with the irrigation.

Community members also used the Internet for entertainment. Children improved their computer skills, accessed textbooks and reference materials, did their homework and played games. The centre was such a success that the Hartha Charitable Society, with whom the project had

collaborated in setting up the pilot, set up another similar Internet centre to meet the demand. The community has not yet got around to learning from their own experience and sharing it with others but given their enthusiasm, it is sure to happen. What was created by the activities of this output was a very successful and well-run Internet Centre. While its potential relevance to the objectives of KariaNet are obvious and its relevance to the community very high it is not very clear what its relevance is for KariaNet in terms of learning from a pilot. A focus on learning and sharing learning may have provided the learning to justify the whole exercise.

- 4.4.3 **Effectiveness:** The establishment of the Hartha pilot, innovative ICT mechanism was very effective. The collaboration with a well-established and respected community organization was an excellent choice. An extension agent from the Yarmouk project was identified to become the community-based knowledge facilitator. He was well trained, an enthusiast and a hard-worker and did an excellent job. Had he been from the community the effectiveness of the effort beyond the Yarmouk Project would have been assured. The needs analysis was done and used to give direction to the training programmes. Equipment was procured and set up in the centre, training and awareness programmes were run and the Internet Centre came to be a well-used community resource. Perhaps the only result that could not be achieved, given the shortage of time was building the capacity of the community to learn and share their learning. Given the innovative and entrepreneurial nature of the community, it's a matter of time before they start sharing and learning on their own. The community effectively overcame the language problem, with the elders depending on their children to translate for them.
- 4.4.4 **Efficiency:** The activities of the output got a head-start because KariaNet had started preparatory discussions and activities even before the output appeared on the APWB. This head-start, the cooperation of the dynamic IFAD-supported Yarmouk project and the joint venture with a very well established, entrepreneurial and well-managed community based organization, the Hartha Charitable Society provided just the right mix for speedy implementation and good uptake.

Learnings and Qualitative Aspects related to Output 4

- The sustainability of the ICT effort in the community is assured due to the partnership with a well-established and committed community based organization.
- The sustainability of the effort would have been more had the CBKF been selected from the community.

- While the effort was highly appreciated and used by the community the focus of its utility lay in it being treated like an Internet/tele-centre by the community. The community did access knowledge from the outside but was not encouraged or made capable of generating and sharing their knowledge. This would have made the effort more relevant and would have added to our knowledge of ICT4D.

4.5 A functioning network supported by an operational Regional Coordination Unit established (Output 5)

- 4.5.1 **Achievement of Results:** As a guesstimate, KariaNet in this output achieved 60-70% of the results it set out to, which is considered an acceptable level of achievement corresponding to an overall grade of 'B'.
- 4.5.2 **Relevance:** The relevance of Output 5 in achieving the objectives of KariaNet is of an enabling nature, in that the success of this output would ensure the successful achievement of the results of the other four outputs and in turn the objectives of KariaNet. In order to be relevant the Regional Coordination Unit (RCU) had to establish a functioning network, nurture it and help the network to achieve the results KariaNet set out to generate, effectively and efficiently.
- 4.5.3 **Effectiveness:** The Regional Coordination Unit was established in record time and staffed and equipped. Given that a two-person RCU had to manage and oversee an activity spread over five countries and ten projects the unit was very effective that it enabled KariaNet and its member projects to achieve most of the results, in spit of hurdles and difficult circumstances.

The centerpiece of the effort, a functioning network, a group of people interconnected and sharing knowledge and learning in the process, was almost established by the end of the original three-year time period of the project but not quite. Components and parts of the network went online at different stages of the project period. The backbone of the network, the regional network was delayed and went online early in 2008.... into the extension.

The content for the network was accumulated partly through members uploading what they had found useful and partly through members sharing the success stories they had documented. However, the institutional arrangements and linking with other networks that could have generated considerable content of relevance to the region did not yield much.

The regional activities were very effectively organized and much appreciated by the staff of the member projects. The staff praised the training, the coaching, the guidance, the support and the responsiveness

of the RCU and Regional Coordinator. Steering Committee meetings, Programme Management Committee Meetings, Annual Thematic and Coordination Workshops were all effectively planned, organized and reported on. Resources were properly managed.

In order to be truly effective the RCU had to disburse funds to the projects to enable activities. It could not for almost half the project period because contractual agreements between IDRC and the member projects went through two cycles and took time. Luckily and to the credit of the member projects they rose to the occasion and used their own project's funds to progress activities.

KariaNet, in the final analysis, set out to improve the performance and impact of IFAD-supported projects through enabling learning and sharing of learning. An effort that sets out to change behaviour, a difficult task in the best of circumstances, needs a learning mechanism to track developments and changes, respond to feedback and to adapt. The RCU started by collecting baseline information but for various reasons did not analyze the data collected, depriving the assessment of a benchmark. It also made an excellent start of participatively beginning to establish a monitoring and evaluation system based on Outcome Mapping and this too after the initial work was not followed up on.

The RCU could perhaps have been more effective if it had better engaged both IDRC and IFAD and leveraged their strengths and competencies to the benefit of KariaNet and its members.

- 4.5.4 **Efficiency:** KariaNet was the first stage of an activity that was rightly expected to run for a longer period, given that it set out to enable behavioural changes. Setting up a network and enabling results to be produced in a short three year period with activities spread over five countries brings to bear huge demands on management to be efficient. To the credit of the RCU it did, in spite of delays and hurdles, manage to speed up and get everyone to work harder to be able to achieve most of the results by the end of the project period. It was reasonably time-efficient though slippages in particular results resulted in collateral delays to other results that were dependent.

Learnings and Qualitative Aspects related to Output 4

- Less cumbersome and simpler legal vehicles need to be designed to create in participating projects a sense of ownership and to enable transfer funds.
- A project designed to facilitate sharing and learning aims at changes in behaviour and in the ways business is done in projects. In such efforts, managerial learning systems or M & E systems to capture learning from intermediary outcomes, processes and results would be absolutely essential.
- Connectivity is a necessary but insufficient condition to enable networking and

learning. Outsourcing connectivity and capacity building to the private sector would have provided the RCU time and energy to build the capacity of staff and projects to learn and to use it to improve performance and impact of projects.

- For more impact and sustainability KariaNet should have reached out to a larger number of staff in its participating projects to create a critical mass.

4.6 Sustainability, looked at in a larger context, and across outputs:

The overall goal of KariaNet was to improve operations and outcomes of selected IFAD-funded projects, enhance the fulfillment of project objectives and improve livelihoods of IFAD target groups. The sustainability in such a context should be addressed at several levels:

1. Did the design of KariaNet take into consideration and strategically plan for how the contributions of the development interventions undertaken would continue beyond the lives of the individual participating projects and beyond the KariaNet project period.
2. Were the development interventions undertaken by KariaNet designed to and will they in actuality continue to generate contributions beyond the KariaNet project period.
3. Assuming that KariaNet is aimed at development projects, which by definition are time bound, what does KariaNet leave behind to sustain a continuation of its contribution?

The design document or the Appraisal Report was explicit about the project being a pilot first phase and clearly assumed that there would be a second phase that would spread the KariaNet approach and activities to all the IFAD-supported projects in the NENA Region. Having explicitly stated that, the design document did not propose strategic ways of dealing with IFAD-supported projects coming to an end and closing down and ensuring that the contributions generated by KariaNet's interventions would somehow be sustained, in spite of the reality that fully one half of the participating projects terms are coming to an end shortly. Nor did the KariaNet design clearly anticipate and suggest approaches to replicating and up-scaling the KariaNet effort to the whole of the NENA Region.

Some of the development interventions of KariaNet and their contributions have a better than even chance of being sustained by the participating projects after the closure of KariaNet and benefiting from the contributions. The LANs that connected the PMUs, field offices and some partner organizations and the equipment that provided ICT capacity will be maintained and used by the projects because they see benefit in them and have the capacity and the funds to maintain and use them. Where a critical size group of trained personnel has been created within projects in ICT use and LAN and Computer maintenance there is

a good possibility that not only will people use their enhanced skills and competencies but, as shown in some cases, enable others to gain similar competencies by training them or arranging to have them trained. The sustainability of the project websites, the KariaNet Regional Website and of activities such as learning, documenting and sharing knowledge and using learning and knowledge to improve the performance and impact of projects would be ensured only if IFAD were to demand improved performance from its projects and encourage and facilitate the development and continuation of the activities necessary. The community pilot ICT effort will be sustainable because IFAD's partner in the joint venture is a very capable and enthusiastic civil society organization firmly rooted in the community, which has shown its commitment and enterprise by expanding the effort using its own means.

KariaNet will leave behind a small group of personnel trained in ICT use, in documenting, sharing and managing knowledge, and in developing and maintaining websites. There is a chance that these personnel will continue to use these skills and competencies in other organizations that they may be in if the managerial environments encourage them to do so. The National Network in Egypt, if it establishes itself and begins to function, would provide a sustainable platform that could be, in principle, used by all development projects, agencies and practitioners. National networks that go beyond IFAD-supported projects would definitely be a means to build in sustainability. However, in the particular case of KariaNet and its pilot effort in Egypt, the sustainability will depend on how the network survives the end of KariaNet and whether it is able to grow and develop on its own steam.

4.7 Overall Achievement of Results: Taking all the elements raised in the previous sections of this report, and particularly the argumentation provided in sections 3 and 4, **the consultants would place the overall achievement rate of the first phase of KariaNet somewhere towards the lower end of the 70-80% range, which still can be considered as a good achievement for a project that is in its early stage and which corresponds to an overall 'A' grade according to the ranking system followed in this report.**

This would naturally leave plenty of room for improvement once the upcoming design of the Phase II builds on the successes and strengths achieved in the first phase, and addresses the shortcomings identified by the Self Assessment Study.

5. A Suggested Road Map to future programming

Not everything that counts can be counted. And not everything that can be counted, counts. (Albert Einstein)

For a relatively “young” program that is only 3 years old, KariaNet has managed to complete its intended design in a seemingly acceptable manner, which is clearly reflected in the score attributed to its level of achievement, situated in the opinion of the consultants undertaking the self-assessment study somewhere between 70 and 80%.

The consultants hence recommend that **in order to sustain the achievements of the first 3 years** (now extended to 4) at different levels, **a second phase of programming should be envisaged**. This is further confirmed when we see that the potential clearly exists and has shown, on occasion, the value that the network and its learning and sharing activities can add to improving the performance and impact of IFAD’s projects. There is a need too to learn from IFAD’s other knowledge sharing networks with similar mandates but with different regional outreach such as Fidamerica, Fidafrigue and ENRAP that are in their third and sometimes fourth programming cycle. A recommendation raised during KariaNet’s 3rd Steering Committee (December 2006) for organizing a joint workshop for these knowledge sharing networks should be further pursued and implemented, and could represent a excellent opportunity of cross-fertilization and/or validation of the proposed design for Phase II.

It is worth mentioning that the word “Phase II” was conspicuously avoided throughout the duration of the Self-Assessment Study in the absence of a clear indication from IFAD and IDRC that such a second phase is already approved. The consultants preferred to refer to a “Road Map for Future Programming” when hinting at the future of the project.

5.1 Conceptual issues related to the way forward: In trying to determine the future of KariaNet, it is essential for IDRC and IFAD to reflect in depth on the major directions that the program is invited to follow, in order to determine the Cardinal Points without which a Road Map can be neither interpreted nor applied. In the opinion of the consultants, KariaNet’s Cardinal Points can be derived from a deep reflection over four conceptual paradigms:

5.1.1 *How can KariaNet articulate best the contribution of ICT to social transformation in improving the livelihoods of IFAD target groups?* The Self-Assessment Study was able to demonstrate that many steps were taken towards creating an ICT enabling environment at the participating IFAD projects and on a pilot scale in one beneficiary community, yet the contribution of ICT to social transformation in the context of KariaNet – which justifies the presence of an R&D “heavy weight” such as IDRC in its dual capacity as a partner and an implementing agency – could not be

clearly detected neither in the project design nor in the monitoring and evaluation data at hand. The linkages between ICT and poverty reduction through KariaNet could be articulated in a much more affirmative manner and clearly linked to specific outputs that would consolidate the learning (and R&D) outlook of the project.

5.1.2 *How can the upcoming KariaNet design recognize and acknowledge the contributions of multiple actors and factors to social change?* The visits of the consultants to the participating projects revealed that beyond the core nucleus established at the PMU level and the few project beneficiaries who participated in the national and regional activities, linkages and synergies with other key stakeholders still need to be developed in order to embrace the complexity and the on-going nature of the actors and factors who contribute – alongside with KariaNet – to the intended social change and livelihoods betterment. A good attempt has been made through the Community ICT project in Jordan and the National Network in Egypt, but these two pilot initiatives need to be systematized and mainstreamed at a much larger scale building on the lessons learned from their implementation in the first phase

5.1.3 *How can KariaNet support innovation by encouraging on-going learning and improvement as its activities unfold?* In other words, how can KariaNet achieve the ultimate goal of becoming a regional learning platform while still being accountable to its mandate and constituency? The administrative documentation and the available M&E data for current phase of KariaNet suggest a clear focus on accountability, which can be fairly understood when realizing that all the objectively verifiable indicators (OVIs) of the LogFrame are quantitative ones. On the other hand, innovation, on-going learning and improvement are all qualitative attributes linked to intended and unexpected results, especially positive deviance which is often the precursor to innovation and which can only be captured, analyzed and “appreciated” through qualitative monitoring.

In the opinion of the consultant, the integration of on-going learning would have positively impacted the project design, which seems to have been executed almost unchanged between 2005 and 2007 (and now extended until 2008) based on a design document elaborated in 2003 and 2004, and despite the numerous learning insights that were generated throughout the journey and the significant changes that the ICT environment in the NENA witnessed, from the increase in internet penetration and the introduction of ADSL to the exponential boom in mobile telephony use. An adaptive, iterative and learning-focused monitoring system would have ultimately allowed to incorporate some of these elements along the journey.

5.1.4 *How can KariaNet sustain its achievements by going beyond the “comfort zone” of the direct control and influence of IFAD and IDRC?* And, subsequently, how can KariaNet translate the culture of learning and sharing which constitutes its “raison d’être” into governance, ownership and accountability practices that can bring a multitude of other stakeholders at the very core of its constituency? The M&E literature of KariaNet defines the Boundary Partners¹ of the first phase to be the PKFs and the Project Managers and Staff. The definition of these Boundary partners should be re-visited in order to include other stakeholders who can add new institutional and technical dimensions, in a way that broadens the constituency base of the project, allows for cross-fertilization of ideas and makes KariaNet less vulnerable to institutional blockages and other associated risks. A typical example along that line would be to reflect on how to transform the challenge of having a participating IFAD project coming to term – with the KariaNet core group within that project getting dispersed and diluted in the complex administrative web of the national public administration – into a source of cross-fertilization, outreach and dissemination.

5.2 Structural Elements of the proposed Road Map: In the light of the above, the ideas, approaches and methods of KariaNet can be parsed and recombined in new ways to provide a conceptual and managerial learning platform at the field level and at the regional level to help implement initiatives of IFAD’s Action Plan, like the Strategic Framework, Management for Development Results, New Supervision Modalities, Strategy for Knowledge Management and Innovation Strategy. All these initiatives need a learning platform and the means to share the learning. IDRC with its interests and experience in networks, ICT4D and Outcome Mapping can benefit by learning how learning systems, innovation and networks can be synergistically brought together to enable the poor to overcome their poverty.

An objective analysis of the formative elements derived from the Self-Assessment study combined with the insights gathered from the field inquiry and mainstreamed into the Consultant’s perceptions of a possible way forward lead to the eight elements for a potential road map that are detailed below:

5.2.1 *The focus of the future KariaNet programming should be mainly centered on learning and using the learning to improve performance and impact.* Technical connectivity & capacity to network should be fully outsourced. This would entail identifying and partnering with one or more national “actors” (NGOs, research institutes, professional societies, foundations, private sector enterprises, ...) who have demonstrated institutional and

¹ Individuals, groups and organizations with whom the program interacts directly and with whom the program anticipates opportunities for influence

technical capacity to cater for the connectivity and networking aspects of KariaNet. The ICT4D Program of IDRC is particularly well positioned to identify such actors through its ACACIA program and other related initiatives. The KariaNet management could then give its undivided attention to providing an enabling environment that promotes learning and that uses learning to improve performance and impact.

5.2.2 *Learning & sharing and linking up & networking should be a bottom-up effort starting with projects & communities, working up to national networks and finally to regional network of networks.* This might sound easier said than done but constitutes objectively a safe path towards sustainability. KariaNet is hence invited to revisit its current “Boundary Partners” in fulfillment of its goal. The Consultants acknowledge the choices made by KariaNet to work on relatively “safe grounds” during the current launching phase, but the project is now invited to take more risks in pursuit of innovation by bringing other boundary partners “formally” into the strategic influence sphere of the project, such as the beneficiary communities of the IFAD funded-projects and other national and international stakeholders with similar mandates aiming at improving the livelihoods of IFAD target groups.

5.2.3 *The new Boundary Partners should come together ideally in the form of national networks where KariaNet would play the double role of catalyst and facilitator in bringing these networks to life.* The lessons learned from the successes but also the shortcomings and failures of the Pilot ICT Community Project as well as the attempt to establish a National Network in Egypt would provide precious methodological insights in articulating the proposed approach.

5.2.4 *It is strongly desirable that the new phase of KariaNet follows a decentralized design that builds on the outcomes of the first phase but that takes into account local and national specificities at the same time.* For example, the current projects of Tunisia have strongly advocated for establishing a national knowledge sharing network and proposed to take the lead in facilitating the establishment of such network. Jordan presents also a promising institutional enabling environment with the “electronic governance” being a national priority of the Jordanian government. IFAD’s County Programme Management Team in the Sudan, bringing together projects, partners and stakeholders is another example of a platform that a future KariaNet can promote, build on and add value to. It is suggested to conduct identification missions that would undertake capacity-mapping at the country level and probe the willingness of national actors to take part in a Phase II prior to the formulation of the project itself. These actors could be then brought together in a high-profile

regional workshop that would officially mark the end of Phase I and the launch of Phase II.

5.2.5 *Networks should be a bottom-up effort, created & driven by need and made up of individual “champions”, with organizations playing a supportive role of providing an enabling and legitimate vehicle for action.*

This has been very clearly reflected during the field visits of the consultants to the various projects participating in the current phase of KariaNet, where the most evident outcomes could be clearly traced back to the championing role of the Project Manager, and/or the PKF in association with the small nucleus that KariaNet has managed to create within each of the nine projects. Having a PKF assigned on full-time basis with a clear mandate to act as an interlocutor and a relay for KariaNet within its project would definitely constitute a step in the right direction. The same applies to other institutions that could be invited to take part in KariaNet, where clearly identified “champions” would enable the work to flow in a much smoother manner. It is anticipated that individuals will naturally outnumber the organizations they belong to and their larger number and diversity will not only make the networks more vigorous and fertile but also more resilient and sustainable because individuals in the development space often continue to be development workers even if their organizational affiliations change. More importantly learning has a better chance of happening amongst individuals and their changes in behaviour would have beneficial impact on their work and with their organization(s) at large.

5.2.6 *It is suggested that the new project design should fundamentally challenge the assumption that providing connectivity and securing institutional commitment would bring national networks to life* (like what has been done in the context of the national network for Egypt). Although KariaNet’s focus has been primarily on developing ICT skills and capacities associated with these skills, many of the “best moments” evoked with the consultants during their visits to the projects were linked to the face-to-face meetings that KariaNet organized at the national but most importantly at the regional level. It is hence suggested to consolidate this face-to-face meetings dimension in the new design, first at national levels in order to allow for national networks to emerge and subsequently at regional and (why not?) international levels in order to motivate, nurture and sustain these networks and to optimize cross-fertilization and sharing. These focus of these networking and sharing activities should always be linked to a clearly determined research agenda and concrete outputs related to the use of ICT4D in improving the livelihoods of the IFAD target groups.

5.2.7 Unless the future KariaNet is completely owned by its members, by projects, by country programmes and by the Division it will not generate the results it sets out to. Taking charge of activities and paying for it and being responsible to make it work at every level will be the driver that cannot be replaced by outside governance structures with any real legitimacy. In practice, this would mean that the proposed new design could foresee three interconnected layers for the work, each associated with its own potential source for funding:

5.2.7.1 *Facilitating connectivity & capacity at project & community levels should be a project responsibility. Projects using their own funds and using training, coaching and mentoring inputs and regional efforts like NENAMTA & CAMARI will evolve learning processes and platform.*

5.2.7.2 *Country programmes using their funds will facilitate and enable learning, sharing and networking at the country level, including a possible catalyst role with seed funding for launching national networks*

5.2.7.3 *The regional component of the future KariaNet using grant funds will then facilitate and enable learning, sharing and networking at the regional/global level and provide technical & management advisory services to country programmes and projects to give direction to their efforts and assure quality.*

5.2.8 The management of a future KariaNet effort should be flexible and adaptive, with embedded monitoring and learning systems and with levels of governance and funding at project, country programme and regional levels, loosely networked to develop synergies. An essential step in the future programming endeavors should be dedicated to crystallizing an adequate management structure that can incorporate the guiding elements of the Road Map raised above into a workable model. It would be very difficult to capture this proposed diversity into a Logical Framework alone, and Outcome Mapping is suggested not only as a complement but also a pre-requisite for securing the embedded monitoring and learning systems dimension. A brief overview of Outcome Mapping is provided in Annex 7 and IDRC who has been championing the use of OM across the world can play an enabling role in laying the OM foundations within KariaNet

The KariaNet of the future will be a complex, de-centralized, evolutionary activity that will need a governance structure to match its complexity and flexibility. Would it be worth the trouble? We believe, YES. Mostly because the cost of not having a learning/sharing mechanism at project, country and regional level may make it difficult, if not impossible, for IFAD to make difference by improving the performance and impact of its projects. Without such a learning/sharing mechanism IFAD will not be able to give its Action Plan initiatives the teeth they require to function at the project, country and

regional level. Whatever the cost and difficulty in putting the future KariaNet into practice the cost of not having it will be far higher.

ZM & RR 14-04-08

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Annex 1

Terms of Reference of the Consultants



OFFICE MEMORANDUM

To: Mr. Rathin Roy
Consultant

FROM: Tawfiq El-Zabri
CPM, PN

SUBJECT: Terms of Reference: Self-Assessment of KariaNet in preparation for Phase II

1. Introduction

In 1994, IFAD's Executive Board approved the Near East and North Africa Management Training for Agriculture (TAG 296), which sought to improve the performance of NENA agricultural projects and programmes by strengthening the capacities of national training institutions and developing relevant training programmes accessible to agricultural and rural development projects in the region. The programme is financed by a USD 3 million grant from IFAD (TAG-296), and an additional 600 000 IFAD Grant allocated to Yemen (TAG-391, approved in 1997). Its completion date was extended to June 2008 with a specific objective to establish mechanisms for the sustainability of the programme outputs and achievements.

Three related capacity-building programmes are currently ongoing in the region: the NENA Regional Programme for Capacity Building in Managing for Results and Impact (CaMaRI, TAG -InWent); the Programme for Developing Sustainable Livelihoods of Agropastoral Communities of West Asia and North Africa (Mashreq-Maghreb programme, TAG 698); and the NENA Knowledge Generation and Sharing Network (KariaNet, TAG 666-IDRC). Like NENAMTA, CaMaRI seeks to train trainers in selected national training institutes to provide technical expertise to projects in the area of monitoring and evaluation. Mashreq-Maghreb seeks new approaches to address land degradation, including relevant technical, institutional and policy approaches tested at and transferred to the community level.

KariaNet seeks to develop a network of experts and projects to share experiences and promote learning for more effective rural development projects. It is a multi-stakeholder partnership between IFAD, IDRC and IFAD-funded projects in the NENA region. It seeks to foster networking among its member projects for the sake of sharing useful knowledge and exchanging relevant information and experiences, first among them, and therefore with the "external world". The underlying overall goal of the network is to improve operations and outcomes of its member projects and enhance the fulfillment of their objectives, contributing hence to the improvement of IFAD target groups' livelihoods.

2. Purpose of the Assessment Study

During the completion phase of NENAMTA, the programme is seeking to develop a sustainability strategy through a consultation workshop; and to develop an outreach plan based on serving the training and knowledge needs of IFAD projects in the region. Towards this end, linkages with the two ongoing programmes will be assessed through this assignment. The assignment will focus on KariaNet given the near-completion of the first phase and to extract lessons learnt from its design and implementation as inputs into the potential second phase. In particular, the assignment will:

- Assess the achievements of expected outcomes and changes of KariaNet, assessing the relevance and effectiveness of the achievement in the light of the planned strategy;
- Review what worked well and what did not work, and explain why;
- Extract main lessons learned and challenges, and explore avenues for future implications for a potential KariaNet II as well as for NENAMTA whenever relevant;
- Formulate sound and practical recommendations for eventual changes and follow-up.

cc: Bishay, PN
El-Zabri (chrono)

3. Scope of Work

The Assessment will focus on the following tasks:

As a start-up task, the consultant should get a deep and comprehensive understanding of NENAMTA, KariaNet and CaMaRI mandates, philosophy, objectives and strategy;

Undertake fieldwork to assess the current situation. The consultant will develop the assessment strategy and undertake the fieldwork to assess the current situation, according to the programmes targeted and actual outcomes;

Assessment of the relevance and effectiveness of the achievements. The consultant will assess the relevance and effectiveness of KariaNet achievements in the light of the planned strategy;

Identification and analysis of the changes. The consultant will then identify the changes influenced by NENAMTA and KariaNet and analyse what worked well (as or more than expected) and what did not work (less than expected).

Extraction of lessons and challenges. The consultant will abstract from the empirical data collected during the fieldwork the main lessons learned and challenges.

Formulation of recommendations for change and improvement. The consultant will, on the basis of his/her analysis, formulate sound and practical recommendations for eventual changes and follow-up.

The Assessment will be conducted in a series of visits to NENAMTA and KariaNet member projects' and partners in 3 countries covered by the network. These countries are: Egypt, Jordan and Sudan. A visit to IFAD for consultation with the IFAD-NENA Country Portfolio Managers (CPMs) will also be undertaken.

4. Methodology

The assignment will use a combination of quantitative and qualitative tools to collect information, such as:

Archive study of main documents (design document, annual work plans, progress reports, workshop reports, etc.)

Interviews with stakeholders and potential users;

Focus groups in case of larger and heterogeneous audiences, whenever possible;

Any other appropriate methods..

The key informants to be contacted for the sake of this study would include representatives from:

Project staff including Project Knowledge Facilitators (PKFs);

NENAMTA Regional Coordination Unit;

NENAMTA/KariaNet member projects' staff and beneficiaries of the member projects in the 5 countries;

Relevant local, national government, and international agencies;

International, regional and national networks and research institutions;

Non-governmental organizations (NGOs) working in the member projects' areas;

Others, as required.

It is expected that the consultant will meet identified key users and stakeholders of the network when visiting the selected projects, and contact other key informants that may not be immediately accessible via email, fax or telephone.

5. Consultant tasks and competencies

The tasks to be carried out by the consultant will be as follows:

Develop a research strategy and methodology for the study;

Undertake a questionnaire survey;

Meet with selected projects' representatives and focal points as well as any other key users and stakeholders;

Facilitate focus group discussions when visiting the selected member projects;
Extract strengths and weaknesses in NENAMTA and KariaNet achievements;
Prepare practical recommendations about how to foster a better knowledge sharing among IFAD-financed projects.
Prepare the final report.

6. Outputs and Deliverables

The consultant will present an Assessment Study Report documenting his findings and practical recommendations on how things could be improved in the context of NENAMTA and KariaNet. The report would specify, among others, the following items:

Quantitative and qualitative levels of achievements of NENAMTA and KariaNet on the main outputs;
Appreciation of relevance and effectiveness of the achievements;
What worked well and what worked less during the implementation process of KariaNet;
Practical recommendations to foster a better networking and knowledge sharing among KariaNet member projects.

It is expected that the consultant will be available for a period of 5-6 weeks during the months of November to December 2007, including adequate time for report writing at home station.

The submission of the first draft of the Assessment Report should be not later than 15 December 2007. The final report be submitted no later than 15 January 2008.



KNOWLEDGE ACCESS FOR RURAL INTERCONNECTED AREAS NETWORK



SELF-ASSESSMENT STUDY TERMS OF REFERENCE

DRAFT VERSION 2.0
SUBMITTED TO THE PROJECT MANAGEMENT COMMITTEE

PREPARED BY THE REGIONAL COORDINATION UNIT

AUGUST 2007

1. Introduction

Knowledge Access in Rural Interconnected Areas Network (KariaNet) is a multi-stakeholder partnership between the International Fund for Agricultural Development (IFAD), the International Development Research Centre (IDRC) and IFAD-funded projects in the Middle East and North Africa region. It seeks to foster networking among its member projects for the sake of sharing useful knowledge and exchanging relevant information and experiences, first among them, and therefore with the "external world". The underlying overall goal of the network is to improve operations and outcomes of its member projects and enhance the fulfillment of their objectives, contributing hence to the improvement of IFAD target groups' livelihoods.

In pursuing implementation of their activities, mainly based on expressed needs of poor households and communities, KariaNet member projects rely substantially on the important role of adequate practices and technologies, thus information and knowledge, to improve production technologies and enhance marketing opportunities. The ultimate goal of such interventions is to improve income and living conditions of these targeted groups. Given these efforts and experience, a significant capacity to appreciate the information requirements of the rural poor and its value for their development has been developed within IFAD and its funded-projects. And the common constraints and features affecting the livelihoods of poor rural communities in the region provided a strong rationale for sharing knowledge and experiences among IFAD-funded projects and their stakeholders.

2. Role of ICT in Knowledge Sharing and Information Exchange in KariaNet Context

Recent developments in Information & Communication Technologies (ICTs) and the increased availability of information provide important opportunities for enhancing and facilitating knowledge sharing and information exchange. ICTs facilitate codifying and storing information and knowledge, and enable its prompt dissemination amongst potential users, thus improving communication amongst different stakeholders. These new tools can complement the conventional dissemination technologies very-well known in agricultural extension (such as CD-ROMs, Radio/TV, printed material, telephone, etc.) as well as with traditional communication mechanisms (such as poetry and theatre) in disseminating as large as possible useful content. In this respect, ICTs offer tremendous opportunities to support IFAD-funded projects' sharing of useful knowledge and exchange of relevant information as well as improving communication with rural communities. Yet, despite their potential role as mentioned above, ICTs are still not largely used by IFAD-funded projects' staff to their full potential, and certainly remain beyond the reach of projects' target groups. Instead, the trend in developing countries has been that developments in ICTs have improved opportunities only for the better-off, thus increasing the income gap between them and the rural poor.

Designed to correct the aforementioned situation, KariaNet aims at harnessing the potential of ICTs, as demonstrated by other similar networks and initiatives, to catalyze rural poverty reduction in the Middle East and North Africa region by improving knowledge generation and sharing. The KariaNet vision sets hereafter the intended goal of the network.

KariaNet Vision

In the Near East and North Africa region, rural development partners, including IFAD-funded projects and their staff, value and depend on sharing of knowledge and experiences. IFAD-funded projects are linking people and accessing information in a way that contributes to fulfilling their overall objectives, and contributing to the MDGs.

Relationships between rural communities and KariaNet project-members are strengthened and local communication is improved. An increase in information flow and knowledge exchange is contributing towards higher incomes and better living standards in rural areas.

KariaNet project-members are recognized for their knowledge based on practice and experience, and KariaNet is valued by the development community as a useful source of knowledge on rural poverty reduction. New IFAD-funded projects value knowledge sharing, and integrate exchange of experiences and learning processes, thereby strengthening communication, partnerships and impact achievement.

The design of KariaNet relies on the recognition that improvement of communication and knowledge sharing among its member projects' managers and staff, on the one side, and with their partners and stakeholders, on the other, is a challenging task. Such task would require a significant emphasis on capacity-building and on strengthening a culture of communication within and between the member projects, first, and between them and their stakeholders, as a consequence. For this reason, the network aims to enhance ICT access and institutional capacity-building at the project level to establish a conducive environment for ICT use, before engaging, in the long run, in ambitious plans of electronic knowledge sharing involving member projects' target groups.

Given all this, KariaNet purpose is to strengthen the capacity of its member projects for sharing and communicating useful knowledge and exchanging relevant information and experiences among themselves as well as other partners and stakeholders. Consequently, KariaNet member projects are able to improve their operations as well as provide appropriate problem-solving information to their beneficiaries. The network mission hereafter reflects its specific objectives.

KariaNet Mission

Looking forward to support its project-members to enhance their impact on rural poverty alleviation, KariaNet aims at establishing an ICT-mediated network of IFAD-funded projects in the Near East and North Africa with the scope to share knowledge and exchange experiences. The network will:

- Provide support to set-up and efficiently use information and communication technologies (ICTs);*
- Harvest information, and facilitate access to it;*
- Promote communication within and between KariaNet project-members, on the one hand, and between the latter and their partners, on the other;*
- Nurture communities of practice and practitioners;*
- Foster learning and sharing among its project-members;*
- Build the capacity of its project-members' staff to capture, manage and disseminate knowledge; and*
- Foster networking efforts between partners involved in rural poverty eradication.*

Through a pilot project, KariaNet will promote the use of ICT amongst rural poor populations and their organizations, as well as assessing and responding to their information and knowledge needs.

3. Background on Knowledge Management in KariaNet

KariaNet is a knowledge-sharing regional network for IFAD-funded agricultural and rural development projects in MENA region. To achieve its objectives, KariaNet will combine two basic and complementary interventions: enhancing connectivity and fostering networking among member projects. The first seeks to get member projects "on-line", using as systematically as possible ICTs to enhance knowledge management and sharing. Allying both technological and social features, the second supports the setup, at different levels, of appropriate networking mechanisms within and among member projects, as well as between the latter and their partners and stakeholders that would support knowledge sharing.

In other words, KariaNet seeks to **provide an enabling environment for the project-members to tap into their own, collective knowledge and expertise, as well as into any other source of knowledge** related to their activities, and for the **dissemination of best practices among them**. In this respect, **knowledge management is central to project and regional capacity building in terms of improving member projects' performance**. This becomes even more evident if we admit that KariaNet member projects are not only users of knowledge and information but certainly providers as well.

4. Purpose of the Self-Assessment Study

To achieve its mission, the KariaNet Regional Coordination Unit developed, on the basis of the Design Document, and the Logframe on the programme, in particular, a 3-year Operational Plan that describes in details the activities and sub-activities to be implemented in order to achieve the assigned objectives. This plan includes the local activities to be carried out by member projects with a financial support from KariaNet. Regular monitoring of the achievements was ensured on the basis of a M&E system – based on LFA approach and complemented with some elements of Outcome Mapping – developed by the RCU. As apart of this M&E system, a 3-parts baseline information survey was implemented late 2005 – early 2006 in order to picture the situation at the start. Although the collaboration of member projects on this study was not as expected (some projects did not send any information), the collected questionnaires contain valuable information on the initial situation.

As its title might suggest, the Self-Assessment Study intends to evaluate the achievements of the planned objectives, how they contributed to the objectives accomplishment, and how they impacted on ICT use for knowledge sharing and networking at different levels.

In this perspective, the purpose of the Self-Assessment Study is to:

Appreciate the achievements of expected outcomes and changes, according to the logical framework of KariaNet, assessing the relevance and effectiveness of the achievement in the light of the planned strategy;

Review what worked well and what did not work, and explain why;

Extract main lessons learned and challenges, and explore new avenues for future programming;
Formulate sound and practical recommendations for eventual changes and follow-up.

5. Scope of Work

The Self Assessment Study will focus on the following tasks:

1. Information about KariaNet philosophy and mission. As a start-up task, the consultant should get a deep and comprehensive understanding of KariaNet mandate, philosophy, objectives and strategy, as refer to the Design Document of KariaNet and its logical framework, in particular.
2. Exploitation of the baseline information survey. In order to fine-tune the methodology of the study, the consultant should exploit the baseline information survey, (re)define the potential outcomes to be assessed and extract from it an initial situation.
3. Undertaking of a fieldwork to assess the current situation. The consultant will further develop its research strategy and undertake the fieldwork to assess the current situation, according to the above-mentioned redefined outcomes.
4. Assessment of the relevance and effectiveness of the achievements. The consultant will assess the relevance and effectiveness of KariaNet achievements in the light of the planned strategy (Design Document).
5. Identification and analysis of the changes. The consultant will then identify the changes influenced by KariaNet and analyse what worked well (as or more than expected) and what did not work (less than expected).
6. Extraction of lessons and challenges. The consultant will abstract from the empirical data collected during the fieldwork the main lessons learned and challenges.
7. Formulation of recommendations for change and improvement. The consultant will, on the basis of his/her analysis, formulate sound and practical recommendations for eventual changes and follow-up.

In terms of implementation, the Self Assessment Study will be conducted in a series of visits to KariaNet member projects' and partners in 3 countries covered by the network. These countries are: Egypt, Jordan and Tunisia. It is also assumed that the consultant would attend at the end of his/her field trip the 3rd Annual Thematic Workshop that will take place at the end of October 2007 in Cairo and would thus meet the other projects that were not selected for the consultant's field trip. Moreover, a visit to IFAD for consultation with the IFAD-NENA Country Portfolio Managers (CPMs) could be envisaged.

6. Methodology

The final selection of a consultant will be pursuant to the submission of an appropriate methodology for the Self-Assessment Study. However, in terms of illustration, the assignment will use a combination of quantitative and qualitative tools to collect information, such as:

- Archive study of main KariaNet documents (design document, annual work plans, progress reports, workshop reports, etc.)

- Questionnaire survey to include member projects and other potential stakeholders;
- Interviews with potential users on a one-to-one basis;
- Focus groups in case of larger and heterogeneous audiences, whenever possible;
- Other appropriate methods...

The key informants to be contacted for the sake of this study would include representatives from:

- Project Knowledge Facilitators (PKFs);
- KariaNet member projects' staff and beneficiaries of the KariaNet member projects in the 5 countries;
- Relevant local, national government, and international agencies;
- Donor institutions' staff, mainly IFAD-NENA CPMs and IDRC staff at IDRC-MERO Office;
- International, regional and national networks and research institutions;
- Non-governmental organizations (NGOs) working in the member projects' areas;
- Others, as required.

It is expected that the consultant will meet identified key users and stakeholders of the network when visiting the selected KariaNet member projects, and contact other key informants that may not be immediately accessible via email, fax or telephone.

7. Consultant tasks and competencies

The Self-Assessment Study will require hiring/contracting of a consultant having competence in Monitoring and Evaluation, with sufficient skills in conducting social research. Knowledge on networking and use of ICTs for knowledge sharing, as well as familiarity with agricultural & rural development would be a must.

The tasks to be carried out by the consultant will be as follows:

- Develop a research strategy and methodology for the study;
- Undertake a questionnaire survey;
- Meet with selected KariaNet member projects' representatives and focal points as well as any other key users and stakeholders;
- Facilitate focus group discussions when visiting the selected member projects;
- Extract strengths and weaknesses in KariaNet achievements;
- Prepare practical recommendations about how to foster a better knowledge sharing among KariaNet member projects.
- Prepare the final report.

Key competencies of the consultant must include, but not only:

- Background in Monitoring & Evaluation, with a good understanding of Logframe approach and Outcome Mapping methodology;
- Sufficient experience in carrying out social research (at least 5 years);
- Familiarity with agricultural & rural development;
- Fluency in French and English. Speaking Arabic would be a must;
- Experience with knowledge networking initiatives would be a must;

8. Outputs and Deliverables

The consultant will present a Self-Assessment Study Report documenting his/her findings and practical recommendations on how things could be improved in the context of KariaNet, namely on networking, knowledge sharing, ICT use, participation to electronic discussions, etc. The report would specify, among others, the following items:

- Quantitative and qualitative levels of achievements of KariaNet on the main outputs;
- Appreciation of relevance and effectiveness of the achievements;
- What worked well and what worked less during the implementation process of KariaNet;
- Practical recommendations to foster a better networking and knowledge sharing among KariaNet member projects...

The document should be written in English and include an executive summary in English, French and Arabic. It is expected that the consultant will be available for a period of 5-6 weeks during the months of September-November 2007, including adequate time for report writing at home station.

An oral presentation on the Self-Assessment Study will be organized in Cairo at the end of the field trip, most probably by the end of October 2007. The submission of the first draft of the Self-Assessment Report should be **not later than 15 November 2007**, in order to be presented to the 4th Steering Committee meeting (end of November 2007). The final report will have to be submitted **no later than 20 December 2007**.

9. Tentative agenda of the study

| | |
|--------------|--|
| Days 1 -2 | Archive study at home station (diving in) |
| Day 3 | Travel from home country to Tunis |
| Day 4 - 5 | Working with Zaghouan Project in Tunisia |
| Day 6 | Transfer from Tunis to Djerba (evening flight) |
| Day 7 - 8 | Working with PRODESUD Project in Tunisia |
| Day 8 | Transfer from Djerba to Tunis (evening flight) |
| Day 9 | Travel from Tunis to home country |
| Day 10 | Transfer from home country to Amman |
| Day 11 - 12 | Working with Yarmouk Project in Jordan |
| Day 13 | Working on the Community ICT PP in Jordan |
| Day 14 - 15 | Working with Karak-Tafila Project in Jordan |
| Day 16 | Travel from Amman to home country |
| Day 17 | Travel from home country to Cairo |
| Day 18 | Working on the National Network in Egypt |
| Days 19 - 20 | Working with West Nubaria Project in Egypt |
| Days 21 - 24 | Attending the 3 rd Annual Thematic Workshop |
| Day 25 - 27 | Travel to Rome for consultation with IFAD-NENA CPMs |
| Day 28 | Debriefing meeting at IDRC Office |
| Day 29 | Travel from Cairo to home country |
| Day 30 - 35 | Writing the study report at home station |

9. Contact person

Anyone interested is free to send expression of interest, a detailed CV and a technical and financial bid to Dr. Mustapha Malki either by mail, fax or e-mail to mmalki@idrc.org.eg before **15th of September 2007**.

Dr. Mustapha Malki
Regional Coordinator of KariaNet
International Development Research Centre (IDRC)
Middle East/North Africa Regional Office
8 Ahmed Nessim Street, P.O. Box 14 Orman, Giza, Cairo, Egypt
Phone: ++20-2-336-7051/52/53/54 or 762-7729
Fax: ++20-2-336-7056

Annex 2

**Outline of the Presentation to the SC of the findings of the
Consultants, February 25th 2008**



Presentation Outline

1. Purpose of the Self-Assessment
2. Timeline of the Self-Assessment
3. Methodology
4. What Went Well
5. What Could Have Been Done Better
6. Where Do We Go From Here
7. Some Strategic Questions For The Future
8. The 'Future' KariaNet: Recommendations

Purpose of the Self-Assessment

The purpose of the Self-Assessment as defined by the TORs was:

- To appreciate the achievements of expected outcomes and changes, according to the logical framework of KariaNet,
- To assess the relevance and effectiveness of the achievement in the light of the planned strategy;
- To review what worked well and what did not work, and explain why;
- To extract main lessons learned and challenges, and explore new avenues for future programming and;
- To formulate sound and practical recommendations for eventual changes and follow-up.

Timeline of the Self-Assessment

The timeline followed by Rathin Roy and Ziad Moussa was articulated over five distinct phases:

1. Review of the secondary data at home station (both consultants)
2. Attending the 4th Thematic Workshop in Cairo and animating a half-day collective reflection session with all KariaNet stakeholders. The meeting was also an occasion to meet face to face, refine the methodological approach & interview protocols and meet with the RCU
3. Rathin then visited the Egypt, Jordan and Sudan projects, while Ziad visited the projects in Tunisia and Morocco
4. Rathin met the IFAD officers in Rome to discuss in depth about the project.
5. Both consultants elaborated the first draft of the final report, using heavy e-mail and Skype exchanges.

Methodology of the Self-Assessment (1)

The methodology followed in the Self-Assessment was inspired from Appreciative Inquiry (Cooperider & Whitney 2001) and the adaptation of AI to development evaluation such as “Most Significant Change” System (Davies and Dart, 2006)



Methodology of the Self-Assessment (2)

Networking and knowledge sharing cannot be assessed/evaluated in a linear cause-to-effect approach. The process might overshadow the outcomes and unexpected changes cannot be captured

Rather than focusing on problems and how to solve them, **the consultants tried to understand what worked and how did it happen and build on the successes in providing recommendations.**

Example: Ziad was asked to travel to Oujda (Morocco) and try and understand why the Rural Development Project of Taourirt-Taforalat stopped its collaboration with KariaNet. Almost two days were lost to understand that it all comes down to the absence of a "champion" at the project level that can help in moving the work forward. Although this exercise was highly valid and "legitimate" from a process perspective, does it provide enough elements to judge relevance and efficiency of the program which seem to have succeeded elsewhere?

KariaNet: What Went Well (1)

1. **The Logical Framework of KariaNet seems to have been respected** and most of the activities planned were achieved, which fairly answers the accountability aspects of the project.
2. The consultants could clearly sense that **KariaNet has managed to build a critical mass of practitioners within each of the participating projects**, which consists mainly of the Project Managers, the Project Knowledge Facilitators and those individuals and project beneficiaries who participated in the national program activities and those who prepared for and/or participated in the Annual Thematic workshops and other regional training events.
3. **The technology-related aspects** (Local Area Networks, internet connectivity, Voice over Internet Protocol applications, ...) **as well as Knowledge and Information Management aspects** (preparation of success stories, training on video editing, use of D-groups, ...) **seems to have been successfully introduced** and mainstreamed at the Program Management Unit

KariaNet: What Went Well (2)

4. **The connectivity has enabled members to reach out and share information and seek information** not only from others in their projects but also from colleagues in other projects and countries and from the World Wide Web. More important than the electronic connectivity, KariaNet brought people together and helped them to get to know each other, build relationships and share knowledge.
6. **All main stakeholders acknowledged both the national and regional dimension of the program** in bringing them together to reflect, share and learn, an opportunity rarely foreseen should KariaNet did not exist.
7. The concept of Project Knowledge Facilitator (PKF) and the way it evolved starting from the project document stage to the completion of present phase of KariaNet can be considered as one of the main contributions of the project to the advancement of the way Knowledge and Information Management (KIM) is perceived and practiced in the NENA region.

KariaNet: What Could Have Been Done Better (1)

1. **The focus on accountability** aspects in the overall KariaNet management seems to have **handicapped the integration of a learning-by-doing dimension within the program** (Prove vs. Improve)
2. **Outcome Mapping (OM)** which was introduced as a complement to the Logical Framework would have brought a definite learning-centered dimension to KariaNet and would have “democratized” the Monitoring & Evaluation (M&E) by making it more participatory if it had been applied as a complementary source of M&E data.
3. **There was no evidence of synergies between KariaNet and other Regional IFAD initiatives in the NENA region** (NENAMTA, CaMaRi, ...), though KariaNet is mentioned repeatedly in IFAD’s Strategic Framework Plan for Communication in the NENA region for 2008. **The same applies to synergies with IDRC funded research projects in NENA**, despite IDRC’s constant assurances of its status of a full partner rather than a simple executing agency.

KariaNet: What Could Have Been Done Better (2)

4. The consultants believe that the integration of KariaNet within the ICT4D Division of IDRC would have greatly contributed to mainstreaming the program within a broader R&D framework and would have expanded the opportunities for networking, knowledge sharing and leveraging of additional resources.
5. The Community-Based pilot projects in Jordan need serious revisiting of the operationalization of their KIM dimension, as it seems limited for the time being to an internet connectivity platform with too few KIM application.
6. The establishment of a National Knowledge Sharing Network for Poverty Alleviation in Egypt is still entangled in a complex administrative web and did not manage yet to serve its purpose.
7. The sustainability aspects of KariaNet were broadly touched upon, especially that the project design does not clearly address how the five IFAD funded projects that come to completion in 2008 will sustain the achievements of the program, nor how to program envisages to upscale and sustain its activities beyond the initial 3 years phase

KariaNet: Where Do We Go from Here?

- For a “young” program, KariaNet has managed to complete its LogFrame in a seemingly acceptable manner. However – and to give justice to all stakeholders – the LogFrame alone is too limiting for a program like KariaNet.
 - KariaNet has to be managed as a social change process and the program design needs to acknowledge the learning dimension that social change entails, and provide means to integrate learning as the project unfolds.
 - KariaNet should be enabled to reach beyond “the usual suspects” and acquire the regional dimension it is invited to play.
 - Social change is also a process that takes far more than the initial 3 years of the first phase, so a second phase is highly recommended. For this second phase however, many of the givens need to be challenged
- Example: in its OM model, KariaNet defines its Boundary Partners as PKFs and the Project Managers and staff. From a Self-Assessment perspective, significant behavioral changes were introduced in these 2 categories of stakeholders, but is this enough?*

KariaNet: Where Do We Go from Here?

Strategic Questions for the Future (1)

- 1. KariaNet will have to conduct an in-depth review on how it is populated and with whom it wants to work in the future**

Will it replace the 5 projects that will close in 2008 with 5 new ones? Will it expand to include new countries other than the 5 countries it is currently working with as suggested in the design document? Will it continue with the 5 remaining projects by conducting in-depth activities with them such as launching a community-based project within each of these projects?

- 2. Does KariaNet see itself developing into a regional platform bringing together many national networks centered on knowledge management and information sharing? How can it become a self-sustainable program able to mobilize its own resources and managed and run by its stakeholders?**

How to insure that these networks are driven by NEED and not by design necessities? If this is the case, will KariaNet be empowered to mobilize the needed resources and lobby for enough policy influence to put these networks in place? What would be the respective roles and inputs of IFAD and IDRC in the process?

KariaNet: Where Do We Go from Here?

Strategic Questions for the Future (2)

- 3. How is KariaNet planning to guarantee its scientific integrity by going beyond the delivery of specific support service to the IFAD funded projects? What type of research issues need to be addressed and what type of innovations need to be identified and mainstreamed?**

How can it capitalize on the institutional momentum of IFAD in NENA to lobby for policy influence? How can it make use of the presence of IDRC as a leading R&D Center of Excellence in NENA? How does it position itself vis a vis the ICT4D problematiques in NENA?

- 4. Will the RCU remain bi-cephalous and the regional coordination managed from Cairo? Or will the second phase witness a decentralization of the activities?**

Would it be envisagable for IDRC and IFAD to “outsource” services-types inputs (process) and concentrate more on the outcomes? (synergies with CaMaRI and NENAMTA for example)

- 5. Most importantly, are the two institutional stakeholders of KariaNet ready to embrace complexity and provide flexible management allowing iterative learning and re-design?**

The Future KariaNet: Recommendations of the Consultants - 1

- ✓The focus of the future program should be mainly centered on learning and using the learning to improve performance and impact. Technical connectivity & capacity to network should be fully outsourced.
- ✓Networks should be created & driven by need and made up of individual “champions”, with organizations playing an “associate” role.
- ✓Learning & sharing and linking up & networking should be a bottom-up effort starting with projects & communities, working up to national networks and finally to regional network of networks.
- ✓Learning & sharing should begin with face-to-face meetings at national level (and with criticality at regional level) and the sustainability of the networks should be sustained, nurtured and motivated by continuing such meetings.
- ✓The management of a future KariaNet effort should be flexible and adaptive, with embedded monitoring and learning systems with levels of governance and funding at project, country programme and regional levels, loosely networked to develop synergies.

The Future KariaNet: Recommendations of the Consultants - 2

- ✓Projects using their own funds and using training, coaching and mentoring inputs and regional efforts like NENAMTA & CAMARI will evolve learning processes and platforms at community and project levels. Facilitating connectivity & capacity at project & community levels should be a project responsibility.
- ✓Country programmes using their funds will facilitate and enable learning, sharing and networking at the country level.
- ✓The regional component of the future KariaNet using grant funds will facilitate and enable learning, sharing and networking at the regional/global level and provide technical & management advisory services to country programmes and projects to give direction to their efforts and assure quality.
- ✓The entire KariaNet effort should be embedded in activities of projects, country programmes and the regional division, tied into their milestones and coordinated by the Chief Learning Officer of NENA who could be based in IFAD HQs.

Annex 3

Timeline of the Consultants

in carrying out the KariaNet Self-Assessment Study

(October 2007 – April 2008)

| | |
|---------|---|
| Oct 24 | Arrival of Rathin Roy in Cairo. Debriefing at the IDRC Offices |
| Oct 26 | Arrival of Ziad Moussa in Cairo. First meeting of the consultants with Dr. Mustapha Malki, KariaNet Regional Coordinator |
| Oct 27 | Rathin meets Mr Sayed Hussein, Facilitator/Coordinator of Egypt's National Knowledge Network for Rural Poverty Reduction Consultants fine-tune the methodological approach in the afternoon |
| Oct 28 | The KariaNet 3 rd Annual Thematic Workshop starts. Both consultants attend and participate in the workshop activities. After-hours meeting at the place of Dr. Malki with Dr. Adel El Zaim of IDRC and Mr Tawfiq El Zabri of IFAD |
| Oct 29 | Rathin and Ziad facilitate a half-day session in the afternoon taking the participants through a self-assessment of KariaNet |
| Oct 30 | Consultants join field visit to West Nubaria Rural Development Project as a part of the 3 rd Annual Thematic Workshop |
| Oct 31 | Consultants continue fine tuning methodological approach, agreeing on the key questions and issues that need to be raised during project visits. Consultants meet Dr Soumaya Ibrahim, Consultant, just returned from an assignment trying to better understand KariaNet in the context of Gender. Ziad returns to Beirut. Rathin proceeds to Alexandria to visit the West Nubaria Rural Development Project |
| Nov 1 | Rathin visits West Nubaria Rural Development Project as a part of the KariaNet Self-Assessment. |
| Nov 2 | Rathin flies to Amman, Jordan and proceeds by road to Irbid |
| Nov 3 | Rathin visits the Hartha Community ICT Pilot Activity and the Hartha Charitable Society near Irbid. |
| Nov 4-5 | Rathin visits Yarmouk Agricultural Resources Development Project |
| Nov 6 | Rathin proceeds by road to Karak in Southern Jordan, stopping in Amman for a meeting at the Ministry of Agriculture with Er. Khaled Dakhgan, Director, Projects & Rural Development Department, MoA |
| Nov 7 | Rathin visits Karak-Tafila Agricultural Resources Development Project in Karak and visits in the afternoon the Shougira Community ICT Pilot Activity and the Thatras & Shougira Charitable Society |
| Nov 8 | Rathin returns to the Karak-Tafila Agricultural Resources Development Project for further meetings and discussions. |

| | |
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| Nov 9 | Rathin proceeds to Amman by road and flies back to Chennai, India |
| Nov 19-25 | Rathin and Ziad work together using e-mail and telephone and on the basis of their readings of documents pertaining to KariaNet, Rathin's field visit notes and their discussions an interim note is prepared and sent to the Steering Committee of KariaNet. |
| Nov 24 | Rathin flies to Khartoum, Sudan via Bahrain |
| Nov 25 | Rathin meets the Central Coordination Unit of IFAD Projects in Sudan, the Country Presence Officer of IFAD, representatives of the Ministry of Finance and the Ministry of Agriculture and finally meets the Project Knowledge Facilitator of the North Kordofan Rural Development Project, who has now taken over as the Project Director of a new IFAD Project. |
| Nov 26 | Rathin travels to El Obeid by road, stopping at the Um Ruwaba Area Office of NKRDP for discussions with the field staff of the project. |
| Nov 27 | Rathin visits the North Kordofan Rural Development Project for discussions with the staff and with representatives of project implementation partners. |
| Nov 28 | Ratin travels by road to Dalanj to visit the Western Region Office of the South Kordofan Rural Development Project for meetings with the Project Knowledge Facilitator of SKRDP, his staff and some representatives of the projet's implementation partners. In the afternoon Rathin visits the Habila Community and the Habila Development Society and returns late in the evening to El Obeid. |
| Nov 29 | Rathin returns to Khartoum by road |
| Nov 30 | Rathin flies to Rome via Amman, Jordan. |
| Dec 3 | Rathin has meetings at IFAD with the Director and the Country Programme Managers of projects participating in KariaNet |
| Dec 4 | Rathin meets other IFAD staff including representatives of other knowledge networks and technical advisers. |
| Dec 5 | Rathin flies back to Chennai, India via Dubai |
| Dec 9 | Ziad flies to Tunis then Djerba and proceeds by road to Tataouine |
| Dec 10 | Ziad meets the Agro-pastoral Development and Local Initiatives Promotion Programme In the South East (PRODESUD) project staff |
| Dec 11 | Ziad meets the GDA of Guermassa and a sample of the project interventions of PRODESUD. Return to Tunis late night |
| Dec 12 | Ziad meets the Integrated Agricultural Development Project in the Governorate of Zaghouan (Zaghouan IADP) project staff |
| Dec 13 | Ziad meets the Amel Jradou development Committee and other beneficiaries of Zeghouan IADP |
| Dec 14 | Ziad proceeds by air to Casablanca and from there to Marrakech. Afternoon working session with the staff of Rural Development |

| | |
|--------------------------------|--|
| | Project in the Mountain Zones of Al-Haouz Province |
| Dec 17 | Ziad holds a working day with Al-Haouz project staff. Visit to the Regional Facility of the Development Associations of Al Haouz Province and participation in field demonstration activities organized by the project. Night flight to Casablanca and from there to Oujda |
| Dec 18 | Ziad meets the project staff of the Taourirt-Taforalt project and tries to understand why they did not continue with KariaNet |
| Dec 19 | Ziad Return to Casablanca by air |
| Dec 20 | Ziad returns to Beirut |
| Jan 3 rd onwards | The consultants engage is a series of iterative exchanges in order to develop the draft report |
| Feb 04 | Draft Report of KariaNet Self Assessment submitted to IFAD & IDRC |
| Feb 21- 22 | Upon IFAD's request, Rathin visits IFAD headquarters in Rome for discussions with NENA staff on draft report |
| Feb 25 | Rathin and Ziad participate in 4 th Steering Committee Meeting of KariaNet, present their findings and receive feedback |
| Feb26 onwards | The consultants engage is a series of iterative exchanges in order to develop the final report |
| Mar 17- 22 | Rathin and Ziad meet in ICARDA, Aleppo, Syria and work together on the final report |
| Apr 14 | Final Draft of Report on KariaNet Self-Assessment is submitted to IFAD and IDRC |

Annex 4

Proceedings of the Half-Day Collaborative Evaluation Workshop with the KariaNet Stakeholders

| Self Assessment Study of KariaNet Collaborative Evaluation workshop with KariaNet Stakeholders | |
|--|--|
| Location & date | Cairo, October 29 th 2007 |
|  | |
| Overview | <p>During the 3rd Annual Thematic workshop of KariaNet which was held in Cairo, half a day was dedicated for conducting a collaborative review of KariaNet's achievements and its future perspectives.</p> <p>Drawn methodologically on Appreciative Inquiry, this collaborative review aimed at exploring the “best moments” of KariaNet and probing the expectations of the various stakeholders from a future programming phase.</p> <p>During the first part (90 minutes), the consultants tried to facilitate a systematic identification of the “best moments” in the life of the program and to investigate the conceptual foundations behind them, while in the second part, participants were asked to project themselves into a 5 years horizon and imagine how would full success for KariaNet look like (60 minutes) then identify potential obstacles preventing the program from getting there (30 minutes)</p> |
| <div style="display: flex; justify-content: space-between;"> <div style="width: 48%;"> <h4 style="text-align: center;">الجزء الثاني</h4> <p>أغلقوا أعينكم، حاولوا أن تتسوا المشاكل المرتبطة بالواقع الحاضر وتخيّلوا... أنا في العام ٢٠١٢، خمس سنوات تماماً من الآن... وأن قرية نت حقق نجاحاً منقطع النظير وساعد مشاريع إيفاد على الأداء بشكل أفضل</p> <p><input type="checkbox"/> ماذا تمنون أن يكون قد حصل؟</p> <p><input type="checkbox"/> ما هو أفضل أو أفضى ما تمنونه لمشروعكم؟</p> <p><input type="checkbox"/> ما هي التغيرات السلوكية التي تمنون أن يكون قد تحققت على مستوى العاملين بالمشروع وعلى مستوى الشركاء؟</p> <p>نرجو منكم العودة إلى الحاضر وتحليل العوامل و/أو العوائق التي تمنعنا من الوصول إلى التصور الذي وضعتموه في الجزء الأول</p> <p><input type="checkbox"/> ماذا يجب أن نقوم بشكل مختلف؟</p> <p><input type="checkbox"/> ماذا يجب إدخاله و/أو تغييره</p> <p><input type="checkbox"/> ما هي العوائق الحالية والمحتملة والتي تمنعنا من تحقيق هذا التصور؟</p> </div> <div style="width: 48%;"> <h4 style="text-align: center;">الجزء الأول</h4> <p>سوف يخصم الجزء الأول من الجلسة لتحليل الإنجازات التي تحققت وتحليل ومناقشة العوامل التي ساهمت في تحقيق هذه الإنجازات... وكيف نستطيع أن نعمم هذه الإنجازات أو النجاحات؟</p> <p>إذا راجعنا تجربتكم مع قرية نت حتى الآن، هل تستطيعون أن تصفوا أفضل الأوقات أو أفضل النجاحات؟ الرجاء إختيار مثل حسب أحسستم خلاله بأنكم تحقّقون التغيير.</p> <p>الرجاء إخبارنا عن هذه التجربة بشكل قصّة:</p> <p><input type="checkbox"/> ما كانت الظروف التي عملتم ضمنها؟</p> <p><input type="checkbox"/> لماذا شعرت بالفخر أو بالإنجاز؟</p> <p><input type="checkbox"/> مع من كنتم تعملون؟ ماذا حققتكم و/أو ماذا حقق شركائكم؟</p> <p><input type="checkbox"/> ما المميز في هذه التجربة؟</p> </div> </div> | |
| Guiding Question Section 1 | <p><i>Guiding question: Reflecting on your KariaNet experience to date, what have been the high points? Select an example of when you felt you were making a real difference. What were the circumstances? Why did it feel good? Who were you working with? What did you/your client achieve? What was special about this</i></p> |






| | |
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| | <i>experience? Describe the <u>story</u> around your example....</i> |
| Best Moments & Major Successes | <p>Participants found it difficult at first to immerse themselves in the story-telling mode, but after the first few rounds of sharing in plenary the discussion was able to flow smoothly. The main insights during this session were:</p> <p><u>Yarmouk Project (Jordan)</u>: The ICT part and the connectivity aspects were definitely the high points. Before KariaNet only the Project Manager had a PC connected to internet and the project staff had to ask permission and line-up in order to be able to send or receive an e-mail, which did not happen more than once or twice a week. Two years after, around 30 staff persons are connected and use internet as a communication tool and as a source of state-of-the-art information.</p> <p>The Knowledge and Information Management (KIM) aspects were also very important, as the NENA region in general is more comfortable with the oral culture. KariaNet was instrumental in mainstreaming a KIM strategy and a KIM culture within the project, especially when it comes to writing success stories and using video as a communication tool. The project wrote maybe 6 different drafts during the preparation of the first success story contribution to the 2nd Annual Thematic Workshop. Now the process is more systematic and professional and has become a regular practice within the project</p> <p><u>PRODESUD (Tunisia)</u>: The ICT aspect of KariaNet made a real difference at the project level. The introduction of LAN allowed us to communicate in a timelier manner and reduced significantly the “paper pushing” burden. The project is now adopting the “don’t say it, write it” mode of work which has improved both project management and the information flow.</p> <p>The training on Skype was also an eye opener and allowed frequent non-costly exchange and coordination with the PMU of KariaNet</p> <p><u>Karak-Tafila project (Jordan)</u>: KariaNet improved drastically our ICT competencies and aroused our “computing appetite”. Senior project staff were once attending a training in Amman, and the computer files needed for a crucial on-the-job component of the training were corrupted. Without KariaNet, the only solution would have been to spot the nearest fax and ask for the documents by phone and perform the requested exercises manually. The project staff were able to send the instruction regarding the types and locations of the files using msn, received them as an e-mail attachment and resumed the work without disturbing the training.</p> <p>The same applies to adapting an electronic M&E program provided by IFAD and destined for a single user to be used by multiple users. The project was even able to respond to queries about the program and give on-the-job assistance to colleagues from the Yarmouk project.</p> <p><u>South Kordofan project (Sudan)</u>: The high moments of KariaNet can be summarized by the story of Mohammad Hamed who works as a rural radio technician in the project. After preparing a documentary about a success story related to the project which was shared with the KariaNet group, he was asked to train staff from all the projects involved in KariaNet on the preparation of video as a communication tool. Since then, Mr. Hamed has become a regional star within the KariaNet community,</p> |








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| | <p>and his creativity and self-esteem were incredibly boosted.</p> <p><u>Al Haouz project (Morocco)</u>: In addition to the strong points cited above, the project would like to stress that KariaNet demonstrated that working together is possible, by providing a common platform for projects with similar mandates spread across NENA and by providing the opportunity to meet and discuss shared interests and concerns.</p> <p>The Annual Thematic workshops and the regional trainings were of particular relevance to the work of the team, as well as to the project beneficiaries who had the chance to participate in these activities. The story of Siham – who participated in the 2nd Annual Thematic Workshop in Micro-credit – was cited as a “best moment” in the life of the project. As a simple woman farmer who had never traveled outside her village even to nearby Marrakech, the participation of Siham in Jordan changed her life for ever as she felt respected and appreciated and learned greatly from the experiences that were presented.</p> <p><u>North Kordofan project (Sudan)</u> noted that KariaNet sounded abstract and very difficult to achieve at start, but during implementation it was found to be user-friendly and of great significance to the work of the project. The regional meetings and trainings were cited as “best moments” serving both as an eye-opener and as a learning opportunity for the project staff</p> |
| Guiding Question Section 2 | <p><i>Imagine that in 5 years from now, KariaNet has been a great success and has helped the projects to perform better. What would you see happening? What behavioral changes would you see in yourself and your partners (60 minutes)</i></p> <p><i>Now come back to the present and tell us:</i></p> <p><i>What needs to be done differently to get to what you imagine?</i></p> <p><i>What are the obstacles that may prevent you getting there? (30 minutes)</i></p> |
| Major Findings Section 2 | <p>On the Institutional Level</p> <ul style="list-style-type: none"> ✚ The network would have been institutionalized at the grassroots (project beneficiaries) level and at the national level within each country participating in KariaNet. This would constitute the best mechanism to ensure sustainability after the termination of the IFAD projects ✚ The institutionalization at the national level would lead to the establishment of a “National KariaNet Network” which brings together IFAD funded projects, international development projects, NGOs, CBOs and all actors interested in Knowledge Management and information sharing (similar to the tentative for establishing such a network in Egypt under the current phase of the project). These National Networks would not be necessarily managed by IFAD funded projects, but would be rather managed by specialized NGO’s that are able to maintain a good level of communication and coordination and that could mobilize the necessary funds for maintaining such a network and expanding it ✚ KariaNet as a regional program would become as such a “Regional Network of National Networks” which groups the national networks and fosters coordination and sharing amongst them. <p>On the Design Level</p> <ul style="list-style-type: none"> ✚ KariaNet would have managed to reach beyond PMUs and to target the beneficiary communities served by each project. Each participating project requested to implement at least one community-based pilot similar to the one |





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| | <p>that was implemented for Hartha-Jordan</p> <ul style="list-style-type: none"> The role of the PKF within the projects is properly acknowledged with a possibility of dedicating a full-time PKF position within the PMU of each project. Another suggestion was to have designated PKFs in field offices in addition to the PKF of the PMU. Under the past conditions, the PKFs cumulated two and sometimes 3 functions at the same time and were hence stretched too thin. Some projects (Karak and Al Haouz) challenged the assumption that the PKF role should be entrusted to a single person and suggested to have a dedicated unit for knowledge sharing within each project which could collectively play the role of PKF. <p>On the Technical Level</p> <ul style="list-style-type: none"> The experience of the Sudan projects visiting Morocco was highly acclaimed by both parties. Such regional exchange visits could be organized on a country-to-country basis in the future programming phase. GIS was identified as a powerful knowledge management tool in which all projects need substantial capacity building and could be considered as a central element in the design of the next phase More training on communication for development techniques could also be envisaged in order to strengthen the capacities of the teams <p>What could have been done differently and obstacles faced</p> <ul style="list-style-type: none"> The <u>sustainability</u> of the KariaNet achievements should have been planned in a more systematic way, especially that the participating projects had different starting and ending dates <u>Policy influence</u> is also an instrumental aspect for achieving the sustainability of KariaNet. When we speak about connectivity at the village or the community level, the task is very difficult to achieve and goes beyond the mandate of a single project. We should organize ourselves in a way that allows us to lobby for governmental support The design should <u>take into account the heavy administrative momentum in the participating countries</u> by accounting for a start-up period where no deliverables are requested. Relatively simple tasks such as the identification of external expertise for the project (training or provision of services) was also quite difficult and needed a lot of time and efforts <u>Funding within the projects is available but very difficult to release</u>. IFAD could have pushed towards earmarking a small percentage of the total project budget of each project to knowledge management activities and to KaiaNet, otherwise include the contribution expected from the project clearly within the MoU signed with KariaNet |
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Annex 5
Detailed Analysis of the KariaNet Implementation plans
(2005 – 2006 and 2007)





KariaNet Project Plans and Achievements: Year 1: 2005







| Plans as per APWB 2005 | Achievements as per Progress Report 2005 | Remarks |
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| Output 1: Information Management Systems and capacity for using ICT are strengthened 1. Identify 10 member projects from 5 selected countries by 01/05 2. Identify PKFs for each member project by 01/05 3. Set up low cost LANs in 5 projects PMUs by 12/05 4. Organize local or national training courses on ICT use for 5 projects by 12/05 5. Assist the PKFs in developing their project's website 6. Develop projects' briefs and other project information | 1. Done by IFAD in 01/05 2. Done by member projects in consultation with the RCU in 01/05 3. 2 of the projects already had LANs. 6 projects set up LANs in their PMUs by 12/05. All except 2 had ADSL connections to the Internet. 4. 5 projects organized training for 65 staff (average 13/project; highest 32; lowest 4). 5. 2 projects already had their own websites. 1 project set up their website by 12/05. 3 projects started work on developing their project websites and hope to have them up and running by 06/06. 6. Preparation of project presentation briefs initiated and will be uploaded to website in 2006. | 1. ★ 2. ★ 3.  Projects used their own funds to set up LANs as KariaNet faced problems in disbursing project funds due to delays in evolving contractual agreements with projects. Several remote project units still lack connectivity. 2 projects have plans for or have used WAN to connect PMUs to remote units. 4. ★  Projects organized trainings using their own funds due to KariaNet's inability to disburse project funds (See Item 3 above). 5.   Projects used their own funds to set up and run their websites due to KariaNet's inability to disburse funds. 6.  ★ |
| Output 2: Capacity to document, manage and share knowledge is developed 1. Organize regional training course for PKFs on Knowledge Management and LAN Administration by 09/05 2. Organize at least 1 regional thematic 'face-to-face' workshop (with annual coordination meeting) by 12/05. | 1. A 5-day regional training programme on knowledge sharing facilitation and LAN administration was held for the 10 PKFs in Marrakech, Morocco in 11/05. 2. 1 st Annual Thematic Workshop was organized in Hammamet, Tunisia, 5 days, 26 participants representing member projects and their partners in | 1. ★ Training conducted by BellaNet and RCU. The training was evaluated by PKFs, who found it 'very fruitful' and felt that their expectations had been met to a large extent. 2. ★ The workshop objectives were to highlight project progress, discuss challenges/issues in planning and M & E at community level, |

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| | <p>09/05. Focus on Planning and M & E in Community Development Programmes.</p> <p>3. 2 projects using their own funds organized local/national level workshops. NKRDP, Sudan organized 10 mini-workshops to enable their beneficiaries to share best practices and success stories: 398 participants of whom 72% were beneficiaries. SKRDP, Sudan organized a workshop for all their project staff (35) on raising awareness and training in use of collaborative tools for knowledge sharing.</p> | <p>exchanging project experiences, discussing a 3-year workplan for KariaNet and an M & E system for it, discussing thematic priorities and the use of collaborative tools.</p> <p>3.  Unplanned activities undertaken by projects using their own initiative. The SKRDP workshop took place just before the Knowledge and Information Needs Assessment was undertaken and was considered a beneficial precursor effort.</p> |
| <p>Output 3: Relevant content is developed and networking among IFAD-funded projects is strengthened</p> <p>1. Develop a website for the regional network by 12/05</p> <p>2. Allocate hierarchies and access rights amongst regional website users</p> <p>3. Undertake a survey to assess knowledge and information needs of member projects and have results of the study available by 12/05.</p> <p>4. Develop virtual workspace and e-discussion groups to nurture communities of practice by 12/05</p> <p>5. Encourage group discussions around relevant development themes.</p> <p>6. Identify potential institutions and/or resource persons for content development</p> | <p>1. RCU started to develop website, to be hosted by the IDRC server in Ottawa. A specialized firm was identified to prepare the banner of the website and a virtual workspace was added to the list of what the website should host.</p> <p>2. Not done as regional website is not setup and functional.</p> <p>3. Consultant identified and contracted in 09/05. Mission of 6 weeks started with a meeting with 10 PKFs at the Marrakech Regional Training Workshop in 11/05. Draft report received and consultant debriefed end 12/05.</p> <p>4. Bellanet Sandbox Collective Chat Forum, D-group and Skype were instead introduced, which was a part of the training for PKFs.</p> <p>5. See issue raised in Item 4 above.</p> <p>6. RCU Coordinator made contacts with and had discussions with ICARDA, Syria, NCARTT, Jordan</p> | <p>1.  The founding activities of the KariaNet project took most of the time and efforts of the RCU, which made it difficult to launch and publicize the website. The task is to be continued into 2006.</p> <p>2. </p> <p>3. </p> <p>4. </p> <p>5. </p> <p>6/7/8.  To be continued and intensified in 2006.</p> |

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| <p>7. Establish joint-programmes with these institutions/resource persons for content development</p> <p>8. Organize regular meetings/visits with these institutions and resource persons</p> <p>9. Process PMUs and target groups' information queries.</p> | <p>and INRA, Tunisia to evolve relationships and programmes to generate content.</p> <p>7. Discussions initiated.</p> <p>8. 3 institutions visited by RCU Coordinator and discussions initiated.</p> <p>9. No report of achievements.</p> <p>10. Preparatory activities undertaken for the establishment of a National Knowledge Sharing Network in Egypt included: Ministry of Agriculture & Land Reclamation contacted to suggest the initiative; Network Facilitator identified and designated in MLAR and participates in 1st Thematic Workshop; Concept Note presented to Minister and agreed to; Activities planed and incorporated into 3-year Operational Plan of KariaNet with some budget allocated; 2 member projects in Egypt and other potential members contacted and invited to join network.</p> | <p>9.  Knowledge and Information Needs Assessment partly addressed this task. No queries were received as connectivity had not been fully achieved and ICT training had been only initiated.</p> <p>10.  Preparatory activities for an activity planned for 2006. Establishment of a National Knowledge Sharing Network in Egypt.</p> |
| <p>Output 4: Pilot, innovative ICT mechanism for involving rural communities in knowledge sharing developed</p> <p>1. Initiate assessment of member projects to identify host of ICT Pilot by having analysis ready by 12/05</p> <p>2. Initiate process of identifying CBKF to have the person in position by 12/06</p> <p>3. Initiate organization of training of CBKF on facilitation and knowledge management to</p> | <p>1. Assessment questionnaire to facilitate selection of member project to host ICT Pilot designed and shared with member projects and other KariaNet stakeholders.</p> <p>2. Not done.</p> <p>3. Not done.</p> | <p>1. </p> <p>2/3.  These actions need the completion of the precursor activity 1.</p> |

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| ensure training by 12/07 | | |
| <p>Output 5: A functioning network supported by an operational Regional Coordination Unit is established</p> <p>1. Recruit Regional Coordinator and budget his/her salary and benefits by 01/05</p> <p>2. Recruit the Project Administrator and budget his/her salary and benefits by 02/05</p> <p>3. Mobilize 20% time commitment of IDRC Senior ICT Specialist to KariaNet and budget his/her compensation</p> <p>4. Settle the Regional Coordination Unit and budget office running costs by 06/05</p> <p>5. Organize Regional Start-up Workshop by 02/05</p> <p>6. Set up M & E System of the network, combining LogFrame and Outcome Mapping approaches to be operational by 12/05</p> | <p>1. Done on schedule</p> <p>2. Done on schedule</p> <p>3. For day to day management and technical support and coordination a regular monthly meeting is conducted between the IDRC-MERO Regional Director, the Regional Controller of IDRC, the ICT4D Senior Specialist, the IDRC Communications Officer and the RCU Staff.</p> <p>4. Done by 03/05</p> <p>5. Workshop organized in Cairo 21-24/02. 2 representatives from each member project plus IFAF, IDRC and other partners participated. A provisional workplan for 2005 was developed in anticipation of each project developing 3-year workplans, which would then be consolidated into a 3-year operational plan and budget for the network. The workshop also secured commitments from member projects for human and financial resources to undertake agreed activities and to ensure a demand driven process.</p> <p>6. The Steering Committee was briefed about the proposed M & E System that would merge LogFrame and Outcome Mapping approaches, which will enable tracking of behavioural changes. The M & E system and its progress markers were participatively developed during a 1-day workshop along with the 1st Thematic and Coordination Workshop held in Hammamet, Tunisia in 09/05. With agreement on the approach from the member</p> | <p>1. </p> <p>2. </p> <p>3. </p> <p>4. </p> <p>5. </p> <p>6. </p> |

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| <p>7. Organize evaluation/supervision missions</p> <p>8. Organize at least two Steering Committee Meetings by the end of the project in 12/07</p> <p>9. Manage RCU resources and budget</p> <p>10. Establish Memorandum of Understanding between KariaNet and each member project by 06/05</p> | <p>projects the M & E System was presented to the 2nd Steering Committee Meeting, held in Cairo in 10/05. The Steering Committee gave the proposal the go ahead and RCU agreed to finalize the questionnaires for the baseline survey and the monitoring form for distribution by 12/05.</p> <p>7. No formal evaluation/supervision missions were conducted. The Coordinator of the RCU visited 8 member-projects in 4 countries to supervise progress and provide support.</p> <p>8. Two Steering Committee Meetings were organized during 2005. The first was a teleconference, followed by an e-discussion held 16-22 May 2005. The second Steering Committee meeting was a face-to-face one, held in Cairo on 18 October 2005.</p> <p>9. Up until 31 December 2005 the project was able to utilize 62% of the budget that had been allocated to implement the Annual Plan of 2005.</p> <p>10. The RCU drafted a Memorandum of Understanding and after IFAD had cleared the draft the Legal Counsel of IDRC finalized the template for the MOU. The template was adapted to the needs and circumstances of each project and signed by IDRC. By 12/05 the designated authorities of each project had also signed the MOUs. According to the rules of IDRC, a legal tool was required in addition to the MoU to facilitate transfer</p> | <p>7. </p> <p>8.  The Steering Committee approved the establishment of a 3-member Programme Management Committee to facilitate better management. The sharing of responsibilities and powers and means of exchange and engagement between the SC and PMC were decided. It was also agreed that the SC would meet at least once a year physically and once as a teleconference to suit the project's milestones of planning and budgeting.</p> <p>9.  The shortfall in utilization was primarily due to delays in formalizing the contractual agreements between the KariaNet RCU and the member projects, without which the projects could not disburse funds to projects to undertake their planned local activities. Some efforts went ahead through the initiative of the projects to utilize their own funds.</p> <p>10. </p> |
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| 11. Organize regional events of the network | <p>of funds, and this was the Memorandum of Grant Conditions. A template for the MGC was developed, adapted to the needs and conditions of ten projects, signed by IDRC and presented to the projects for their approval and signature. By 12/05 only 4 projects had complied and signed on and were able to receive the first tranche of payments.</p> <p>11. The RCU organized the following regional events and meetings during the year 2005: KariaNet Start-Up Workshop in Cairo in 02/05; 2 Steering Committee Meeting, the first a teleconference in 05/05 and the second in Cairo in 10/05; the 1st Annual Thematic and Coordination Meeting in Hammamet, Tunisia in 09/05; the 1st meeting of the Programme Management Committee in Cairo in 09/05; and the Regional Training Workshop on Knowledge Sharing, Facilitation and LAN Administration in Marrakech in 11/05.</p> | 11.  |
| 12. Organize visits to member projects in five countries | 12. The Coordinator visited all 8 projects in 4 countries during the year. | 12.  |
| 13. Participate in regional and international events to share network experience | 13. The Coordinator of the RCU participated in the following events to learn from other experiences and share KariaNet's experience: GDN Workshop on Knowledge Sharing in Cairo in 02/05; CA-Acacia Team Meeting in Dakar in 04/05; ICARDA International Presentation Day, Aleppo in 04-05/05; GKP Conference on ICT and Partnerships in Cairo in 05/05; IFAD-FIRDOS Regional Workshop on Rural Women as Agents of Change in Damascus in 05/05 and an Orientation Visit to IDRC HQs in Ottawa in 06/05. | 13.  |
| 14. Establish regular contact with all IFAD projects in the region, especially those not selected as member projects | 14. Regular contact with IFAD projects in the region other than those directly participating was not reported. | 14.  |
| 15. Prepare Annual Workplans, Progress Reports and Budgets | 15. Done | 15.  |
| 16. Prepare Audit Reports | 16. Done | 16.  |

Note: The following signs are used to provide a qualitative indicator of the efficiency (and effectiveness to a certain extent) of the project's efforts:



Planned expectations met in the time allocated



Problems and obstacles prevented meeting planned expectations in time allocated



Planned expectations were exceeded in the time allocated

Sources of Information:






Annual Workplan & Budget for 2005, Amended and Approved by the Steering Committee – 23 May 2005, RCU-KariaNet, Cairo, June 2005








Annual Progress Report 2005, Approved by the Steering Committee, RCU-KariaNet, Cairo, March 2006







Minutes of the 1st Meeting of the KariaNet Steering Committee – 16-23 May 2005, Final Version Approved by Steering Committee, RCU-KariaNet, Cairo, June 2005









Minutes of the 2nd Meeting of the KariaNet Steering Committee – 18 October 2005, Draft Version 1.0 Submitted to the Steering Committee, RCU-KariaNet, Cairo, October 2005

KariaNet Project Plans and Achievements: Year 2: 2006







| Plans as per APWB 2006 | Achievements as per Progress Report 2006 | Remarks |
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| Output 1: Information Management Systems and capacity for using ICT are strengthened 3. Set up low cost LANs in all 10 projects PMUs by 12/06 3.1 Assist Al Haouz Project in extending its LAN and Yarmouk and Karak-Tafila Projects in setting up WANs to link project field units by 12/06 4. Organize local or national training courses on ICT use for all 10 projects by 12/06 (28 training courses on subjects such as ICT use, multimedia authoring and computer graphics, written and AV support for knowledge sharing, ICT use for extension, computer and LAN equipment maintenance, knowledge management, sharing network resources and database management, ICT use for community members, digital media production, capturing and presenting experience in digital form, and computer networking were planned for the 10 member projects on a cost sharing basis with the member projects.) 5. Assist the PKFs in developing their project's website and provide necessary training to | 3. By 12/06 9 member projects were operating LANs to link most of the offices of their PMUs. All except 3 have ADSL connections to the Internet. 2 projects had slower dial-up connections and one project had no Internet connectivity (due to complex centralized clearance procedures). Some remote project units still lack connectivity and they are trying to overcome the problem with more expensive mobile phone connectivity to the Internet. 3.1 The Al Haouz project succeeded in connecting its LAN to agricultural directorate of its province. The 2 projects in Jordan are in the process of linking their LANs to their remote units using WANs, but it will be operational only in 2007. 4. 5 projects, 1 each from the 5 countries, organized 8 training courses for 105 staff members on a variety of subjects related to ICT use (average of 13/course, largest 31 and smallest 2). 5. By the end of 2006 2 more projects had their websites up and running. 3 projects are in the | 3.   Due to delays in KariaNet's ability to disburse funds projects took the lead and used their own funds. The tenth project dropped out of the KariaNet programme. 3.1  Though slightly delayed by factors beyond the control of the programme. 4.  Expectations could not be met because member projects often could not make contribute resources and could not make time to organize the training programmes. 5.  Activity delayed slightly but well on its way. However, website maintenance and regular |





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| <p>ensure that all member projects have operational websites by 12/06</p> <p>6. Develop presentation briefs of all projects and ensure they are updated yearly by 12/06</p> <p>7. Organize regional training for PKFs on computer and LAN maintenance</p> <p>8. Develop and operationalize pilot on-line dialogue and reporting scheme for project management by 06/06</p> <p>9. Assist at least 5 member projects in acquiring small digital equipment for knowledge capture and diffusion by 06/06</p> | <p>process of setting up their websites and hope to have them up and running early in 2007.</p> <p>6. Briefs completed but not updated; will be uploaded to new website in 2007.</p> <p>7. Activity cancelled and video-making training planned for 2007.</p> <p>8. Achievements not reported.</p> <p>9. Projects using some funds from KariaNet and contributing the majority from their own funds purchased digital & video cameras and other equipment, based on their particular needs.</p> | <p>updating continues to be a problem and the RCU hope to address this with adequate training inputs and follow up in 2007.</p> <p>6. </p> <p>7.  Already covered in 2005 workshop. Agreed to by SCM 3rd Meeting.</p> <p>8. </p> <p>9.  Projects started using the equipment in various ways including documenting success stories and developing extension materials</p> |
| <p>Output 2: Capacity to document, manage and share knowledge is developed</p> <p>1. Ensure all 10 PKFs are using skills acquired in regional training course for PKFs on Knowledge Management and LAN Administration held in 11/05, provide additional training as required and evaluate training</p> <p>2. Organize at least 1 regional thematic 'face-to-face' workshop (with annual coordination meeting) by 12/06.</p> <p>3. Organize at least 1 public awareness workshop/meeting for target groups in at least 5 member projects on ICT use by 12/06 (11 workshops/meetings were planned for with 6</p> | <p>1. RCU organized 3 hands on Skype teleconferencing training exercises for the PKFs on preparation, facilitation and reporting of electronic discussions.</p> <p>2. 2nd Annual Thematic and Coordination Workshop with a focus on Micro-Credit and Rural Women was organized in Amman in 09/06.</p> <p>3. 3 projects organized workshops to increase awareness on the advantages and methods of ICT for knowledge sharing, with participation from project staff and representatives of partners. The 2</p> | <p>1.  Using Arabic, which is supported by Skype chat, encourage more active participation.</p> <p>2.  Meeting enabled each project to submit a success story for discussion and had the concerned beneficiaries participating and presenting their success stories. Participants considered this workshop as a turning point in the evolution of the KariaNet programme.</p> <p>3.  These were some of the first activities of this nature that were funded by funds disbursed by KariaNet to the projects, after contractual agreements had been completed.</p> |








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| <p>member projects) and in all member projects by 12/07.</p> <p>4. Initiate assistance to all member projects to develop at least one media of useful content for target groups, based on needs and information queries, by 12/07.</p> | <p>projects in Jordan in collaboration with the RCU organized a national workshop in 11/06 on knowledge sharing. BellaNet provided facilitation.</p> <p>4. South Kordofan Project on its own initiative produced video films of its activities to build awareness of its beneficiaries.</p> | <p>4. </p> |
| <p>Output 3: Relevant content is developed and networking among IFAD-funded projects is strengthened</p> <p>1. Functioning website for the regional network: spillover from 2005</p> <p>2. Allocate access rights to at least two staff members in each member project to the regional website by 06/06.</p> <p>3. Undertake a survey to assess knowledge and information needs of member projects and have results of the study available by 02/06 to all network members and partners: spillover from 2005.</p> <p>4. Develop virtual workspace and e-discussion groups to nurture communities of practice by having at least 1 D-Group and 1 Collective Chat Forum operational: spillover from 2005.</p> <p>5. Encourage group discussions around relevant development themes: Organize at least</p> | <p>1. Work on the regional website, using the IDRC server, was intensified, but its development was slow due to time constraints of the RCU. The 3rd Steering Committee Meeting in 12/06 in Cairo instructed the RCU to design a new website, hosted outside the IDRC server, and recruit part-time staff to upload the backlog of available content and regularly update it.</p> <p>2. Achievements not reported, as the precursor activity of having the new regional website was deferred to 2007.</p> <p>3. The study completed in 2005 was reported and the findings used by the RCU in developing and giving direction to KariaNet activities in knowledge sharing. The Steering Committee instructed the RCU to print and distribute the key findings of the study in brochure form early in 2007.</p> <p>4. With regard to creating a virtual workspace, the RCU continued promoting the use of D-Groups and Skype Chat function as collaborative tools.</p> <p>5. Achievements not reported.</p> | <p>1. </p> <p>2. </p> <p>3. </p> <p>4.  The virtual workspace promoted good discussion and collaborative working, in the development of success stories and in facilitating the organization of regional events.</p> <p>5.  Preparatory efforts as reported in Output 2/1 were undertaken. See Above.</p> |



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| <p>1 e-discussion in each quarter till 12/07: spillover from 2005.</p> <p>6. Identify potential institutions and/or resource persons for content development by 12/06.</p> <p>7. Establish at least 1 joint-programme with these institutions/resource persons for content development by 12/06.</p> <p>8. Organize at least 1 meeting/visit with each institutions and resource person identified for possible collaboration by 12/06.</p> <p>9. Process PMUs and target groups' information queries as soon as they are received at the RCU.</p> <p>10. Digitize content items as soon as they are received at the RCU.</p> <p>11. Develop and support mass outreach of content developed. (Support to 12 types mass outreach efforts undertaken by the 10 member projects of documentation planned for.)</p> <p>12. Assist the Ministry of Agriculture and Land Reclamation to develop and establish a National Knowledge Sharing Network for Poverty Reduction by 06/06.</p> | <p>6. Discussions initiated in 2005 with three regional institutions and IDRC were continued using the results of the knowledge and information needs study to give direction to content development.</p> <p>7. Discussions with ICARDA progressed to an advanced stage and topics for mutual collaboration in content development were identified. It was agreed that activities to progress this collaboration would be taken up in 2007. IDRC agreed that research programmes in the region funded by it would have the content developed by them assessed by the RCU for use by KariaNet in 2007.</p> <p>8. Done</p> <p>9. Done.</p> <p>10. Done</p> <p>11. 4 video films, 1 interactive CD and a manual on participatory approaches were produced. Others are in process or have been re-planned for completion in 2007.</p> <p>12. Start up workshop organized in 4/06 with 30 participants and National Network on Knowledge Sharing for Rural Poverty Reduction in Egypt created. Participants included projects funded by 6 major donors. A Formulation Committee was set up by MLAR to draft a strategy paper and develop a tentative workplan for 18 months. These were completed by 8/06 and MALR informed the RCU in 10/06 that these documents had been approved.</p> | <p>6. </p> <p>7. </p> <p>8. </p> <p>9. </p> <p>10. </p> <p>11.  </p> <p>12. </p> |
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| <p>13. Assist at least 3 member projects in the organization of a thematic workshop each by 12/06, and assist another 4 projects to do the same by 06/07.</p> <p>14. Organize a workshop on IFAD's regional networking experience in knowledge sharing by 11/06.</p> | <p>13. Preparatory activities were initiated and one workshop is planned for 12/06 and the 2 others in 2007.</p> <p>14. Could not be organized due to time constraints.</p> | <p>13.</p> <p>14. </p> |
| <p>Output 4: Pilot, innovative ICT mechanism for involving rural communities in knowledge sharing developed</p> <p>1. Assess member projects' proposals through comparative analysis to identify host of ICT Pilot by 03/06</p> <p>2. Identify an extension agent in the host project to be the CBKF by 03/06</p> <p>3. Organize the training of the CBKF on facilitation and knowledge management by 03/06</p> <p>4. Undertake a study to investigate the Knowledge & Information System of the target community and have the findings by 06/06</p> <p>5. Procure and make available required equipment to the community ICT centre by 12/06</p> | <p>1. The assessment questionnaire developed in 2005 was finalized in consultation with member projects and a call for proposals sent out. 6 projects responded and 2 of them were short-listed. With go ahead from the PMC a further round of discussions were held with the 2 projects and the Yarmouk Project in Jordan was selected to implement the first ICT Community Pilot in the Hartha Community.</p> <p>2. In consultation with the Yarmouk Project and the Ministry of Agriculture Mr. Ebraheem Al Tahat, and Extension Officer was designated the Community Based Knowledge Facilitator.</p> <p>3. The CBKF received hands-on training on the job from the PKF and Project Director of the Yarmouk Project and had the opportunity to have long discussions with the Regional Coordinator during his visit to the pilot activity.</p> <p>4. Yarmouk Project staff and the CBKF did a participatory study of the knowledge and information systems of the Hartha community. The Regional Coordinator also participated and gave direction to it as he was visiting to establish the contractual agreement for the pilot.</p> <p>5. Equipment needs for setting up a computer centre with internet connectivity were determined and the equipment procured and installed to set up a 5-</p> | <p>1. </p> <p>2. </p> <p>3.  CBKF participated in knowledge sharing and facilitation workshop organized by Yarmouk Project and Bellanet.</p> <p>4. </p> <p>5.  The centre is operational and being heavily used by the community, including students.</p> |

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| <p>6. Initiate activities to organize at least 1 training programme on ICT use for the community members of the pilot community by 12/07</p> | <p>station centre in a space provided by the Hartha Charitable Society.</p> <p>6. In 2006 the Yarmouk Project with the help of the Hartha Charitable Society and the CBKF organized 2 awareness workshops on ICT use for the community (total of 34 participants), and 1 training programme on ICT use for knowledge sharing for community members (total of 10 participants). In addition the CBKF went on visits to community members to scout for their information needs and was able to get the communities to think about providing him with success stories that he could document and provide to the Yarmouk Project and KariaNet.</p> | <p>6. </p> |
| <p>Output 5: A functioning network supported by an operational Regional Coordination Unit is established</p> <p>3. IDRC Senior ICT Specialist makes available 20% time to KariaNet and his/her compensation is budgeted</p> <p>6. M & E System of the network, combining LogFrame and Outcome Mapping approaches to be operational in 2006 (including a detailed note on the M & E system, completion of the baseline survey of all 10 projects and assistance to all 10 projects to collect M & E information for 2005 & 2006</p> <p>7. Organize evaluation/supervision missions</p> | <p>3. For day-to-day management and technical support and coordination a regular monthly meeting is conducted between the IDRC-MERO Regional Director, the Regional Controller of IDRC, the ICT4D Senior Specialist, the IDRC Communications Officer and the RCU Staff.</p> <p>6. The M & E system was in place and functional. However, based on the instructions of the 3rd Steering Committee meeting it will be reviewed and adapted as necessary in 2007. The baseline survey was implemented and data collected. Data analysis was deferred as the data as required was not received from a few of the projects. Projects were assisted in collecting, processing and submitting M & E information on a regular basis to the RCU, using an M & E matrix/template to guide the collection.</p> <p>7. Specific supervision missions were not mounted. However, the RC visited projects and used the opportunity to supervise progress and performance. On the suggestion of the 3rd Steering Committee Meeting the RCU started to consider a process to</p> | <p>3. </p> <p>6. </p> <p>7. </p> |

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| <p>8. Organize Steering Committee Meetings and Programme Management Committee Meetings as agreed to by the Steering Committee in its meeting in 2005</p> <p>9. Manage RCU resources and budget as per IDRC rules</p> <p>10. Establish Memorandum of Understanding and Memorandum of Grant Conditions between KariaNet and each member project: spillover from 2005</p> | <p>reflect on the performance and impact of KariaNet, in 2007.</p> <p>8. 3 PMC meetings were organized, one by teleconference, the second by e-mail and the third a physical meeting in Cairo. In addition, the Steering Committee had its 3rd meeting in Cairo in 12/06.</p> <p>9. Done</p> <p>10. All ten MOUs and MGCs were finally developed and signed by 6/06, though the procedures took much longer than anticipated. Due to the delay, with IDRC's concurrence the RCU enabled the projects to spend the 2005 budgets into 2006.</p> | <p>8. </p> <p>9. </p> <p>10.  The Taourirt-Taforalt Project in Morocco ceased to be a part of KariaNet by the end of 2006, because it found itself unable to participate in KariaNet activities and were unable to respond to the RCU. The Steering Committee at its 3rd Meeting, with regret, decided to cease the collaboration between KariaNet and the concerned project.</p> |
| <p>11. Organize regional events of the network</p> | <p>11. The 2nd Annul Thematic and Coordination Workshop was held in Amman, Jordan with the participation of 9 member projects and partners. A special feature was the participation of beneficiaries from the projects, who presented and discussed the success stories that had been documented of their work.</p> | <p>11. </p> |
| <p>12. Organize at least 1 visit to member projects in five countries by 06/06</p> | <p>12. 7 Of the 9 member projects were visited by the Regional Coordinator who used the opportunity to supervise the performance and progress of the projects.</p> | <p>12. </p> |
| <p>13. Participate in regional and international events to share network experience</p> | <p>13. The Regional Coordinator was invited to and participated in the Start-Up Workshop of IFAD's Knowledge Management and Innovation Group in Rome and the IFAD-NENA Regional Workshop on Communication for Development in Cairo, Egypt, which was a preparatory meeting for the World Conference on Communication for Development.</p> | <p>13. </p> |
| <p>14. Establish regular contact with all IFAD projects in the region, especially those not selected as member projects</p> | <p>14. The contact with IFAD projects in the region, which were not participating in KariaNet, was limited to some e-mail contact and at regional</p> | <p>14. </p> |

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| 15. Prepare Annual Workplans, Progress Reports and Budgets 16. Prepare Audit Reports | meetings like the Communication for Development Workshop. 15. Done 16. Done | 15.  16.  |
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Note: The following signs are used to provide a qualitative indicator of the efficiency (and effectiveness to a certain extent) of the project's efforts:



Planned expectations met in the time allocated



Problems and obstacles prevented meeting planned expectations in time allocated



Planned expectations were exceeded in the time allocated





Sources of Information:







Annual Workplan & Budget for 2006, Final Version Approved by the Steering Committee, RCU-KariaNet, Cairo, November 2005






Annual Progress Report 2006, Approved by the Steering Committee, RCU-KariaNet, Cairo, March 2007








Minutes of the 3rd Meeting of the KariaNet Steering Committee – 1st December 2006, Draft Version for Approval by Steering Committee, RCU-KariaNet, Cairo, December 2006







KariaNet Project Plans and Achievements: Year 3: 2007








| Plans as per APWB 2007 | Achievements as per Progress Report 2007 | Remarks |
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| <p>Output 1: Information Management Systems and capacity for using ICT are strengthened</p> <p>3. Set up low cost LANs in all 9 projects PMUs by 12/07</p> <p>3.1 Assist Yarmouk Project in setting up WAN to link 3 project field units by 12/07. Assist Taourirt-Taforalt Project in acquiring equipment and operationalizing its LAN.</p> <p>4. Organize local or national training courses on ICT use for all 9 projects by 12/07 (21 training courses on subjects such as ICT use, multimedia authoring and computer graphics, written and AV support for knowledge sharing, ICT use for extension, computer and LAN equipment maintenance, knowledge management, sharing network resources and database management, ICT use for community members, digital media production, capturing and presenting experience in digital form, and computer networking were planned for the 9 member projects on a cost sharing basis with the member projects.)</p> <p>5. Assist the PKFs in developing their project's website and provide necessary training to ensure that all member projects have operational websites by 12/07: Assist 3 projects in the design of their websites, organize</p> | <p>3. By 12/06 9 member projects were operating LANs to link most of the offices of their PMUs. All except 1 have ADSL connections to the Internet. 1 project has a VSAT connection. Some remote project units still lack connectivity and they are trying to overcome the problem with more expensive mobile phone connectivity to the Internet.</p> <p>3.1 Connectivity and Internet access was provided to all the field units of the Yarmouk Project using a WAN by 04/07. The Taourirt-Taforalt project ceased to be a part of KariaNet.</p> <p>4. 13 training courses were organized during the year, which provided training to 118 staff (about 9/course; the least being 2 and most 27). 5 courses had to be postponed due to circumstances beyond the control of the projects, mostly time constraints, and will be implemented very early in 2008. 2 courses were cancelled because the project ceased its participation in KariaNet.</p> <p>5. 3 projects were assisted in the design and development of their websites. The assistance planned to 1 project in website design was cancelled because the project dropped out of KariaNet. 2 training programmes were organized as planned,</p> | <p>3. </p> <p>3.1 </p> <p>4.  In particular, the courses on capturing and presenting experience in digital form paid off a rich dividend through increase participation in and better contributions to e-mail fora.</p> <p>5.  A special mention is necessary of a project that expanded its LAN and established an Internet Café in its PMU open to partners and beneficiaries, and when last counted over 549 people had used the café.</p> |

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| <p>training programmes on webpage maintenance and updating for 3 projects and help 1 project in improving its existing website.</p> <p>6. Develop presentation briefs of all projects and ensure they are updated yearly by 12/07</p> <p>9. Assist at least 5 member projects in acquiring small digital equipment for knowledge capture and diffusion by 06/07</p> | <p>providing training for 14 staff. 1 training programme was delayed and will be held early in 2008 and an extra training programme was delayed to ensure a working website for the project before training in its maintenance. 2 projects were assisted in improving and upgrading their websites.</p> <p>6. Presentation briefs in English of all 9 projects were prepared and uploaded onto the KariaNet website. Translations in French and Arabic are in the pipeline.</p> <p>9. All 9 participating projects using their own funds and using contributions from KariaNet had acquired small digital equipment like cameras, video cameras, flash discs, and portable hard discs based on local needs and started using them.</p> | <p>6.  The new KariaNet Website provides space for members to insert their news and events in addition to links to their project websites.</p> <p>9.  The equipment was put to good use in developing extension materials and documenting and sharing experience/knowledge. The fact that all projects went prepared with equipment to the regional training in video filmmaking was noticed and particularly appreciated.</p> |
| <p>Output 2: Capacity to document, manage and share knowledge is developed</p> <p>2. Organize at least 1 regional thematic 'face-to-face' workshop (with annual coordination meeting) by 12/07.</p> <p>3. Organize at least 1 public awareness workshop/meeting for target groups in all 9 member projects on ICT use by 12/07 (10 workshops/meetings were planned for with 6 member projects during 2007)</p> <p>4. Assistance to all member projects to develop at least one media of useful content for target groups based on needs and information queries, by 12/07.</p> | <p>2. 3rd Annual Thematic and Coordination Workshop with a focus on Transfer of Technology, Marketing Constraints and Tested Solutions was organized in Cairo in 10/07 and attracted 39 participants, 33 of whom were members.</p> <p>3. 4 projects organized 9 public awareness workshops during the year. 1 project planned the workshop, could not make time for it and delayed it to early 2008. 1 project ceased its collaboration with KariaNet. The total number of participants in the 9 workshops exceeded 150.</p> <p>4. Making use of new skills learnt at the regional video filmmaking workshop, all projects started to develop and use video films to documents success stories and extension materials and used it with their interaction with their beneficiaries.</p> | <p>2.  Meeting enabled each project to submit a success story for discussion. Several projects at their own cost brought along beneficiaries and representatives of partner organizations to the discussion.</p> <p>3. </p> <p>4.  The media proved particularly useful to overcome hurdles encountered due to varying levels of literacy and was able to hold people's attention and satisfy them.</p> <p></p> |

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| <p>5. Organize a regional training course on video filmmaking with at least one participant from each member project trained by 12/07.</p> | <p>5. The regional workshop was organized in Alexandria in 03/07 in collaboration with the West Nubaria Project. The workshop had 10 participants drawn from the 9 projects and was a practical hands-on type of training, facilitated by the fact that all the projects had equipment like video cameras that they could use to participate actively.</p> | <p>5. The participants are already using their newly learnt skills to document success stories and create extension materials. The participants from the two projects in Jordan have started training others in their projects so more capacity can be built.</p> |
| <p>Output 3: Relevant content is developed and networking among IFAD-funded projects is strengthened</p> <p>1. Functioning website for the regional network: spillover from 2006. Including design of new website, hosting of website in commercial server, recruitment of part-time staff to upload information backlog and update the website regularly.</p> <p>2. Allocate access rights to at least two staff members in each member project to the regional website by 06/07: spillover from 2006</p> <p>4. Develop and nurture virtual workspace and e-discussion groups to nurture communities of practice by having at least 1 D-Group and 1 Collective Chat Forum operational.</p> <p>5. Encourage group discussions around relevant development themes: Organize at least 1 e-discussion in each quarter till 12/07: spillover from 2006.</p> <p>6. Identify potential institutions and/or resource persons for content development by 12/07.</p> | <p>1. A new website has been designed and deployed using a private sector server. 2 part-time staff were recruited in July 2007 and are uploading the backlog of content, updating the site and maintaining it.</p> <p>2. With the website deployed and running, staff members of member projects are being allocated their access rights.</p> <p>4. With regard to creating a virtual workspace, the RCU promoted the use of D-Groups and Skype Chat function as collaborative tools. 3 D-Groups were established, one for PKFs, one for Egypt's national network and one for all interested in KariaNet and are functioning well. In addition electronic fora are being experimented with.</p> <p>5. Building on the foundation of training sessions in 2006, e-mail learning forums were established on the D-Group platform. The first forum was on the role of PKFs. The second forum was used to prepare the case studies collectively for the 3rd Thematic Workshop. More forums will be organized on the basis of need.</p> <p>6. Some more national, regional and international research institutions were identified in the region and the KariaNet Needs Assessment Study was discussed with them. A collaboration Protocol was</p> | <p>1.  The design and debugging the site took a little longer than expected but the website is up and running. The large backlog of content is being uploaded and will be completed early in 2008.</p> <p>2. </p> <p>4.  The virtual workspace promoted good discussion and collaborative working, in the development of success stories and in facilitating the organization of regional events.</p> <p>5. </p> <p>6. </p> |

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| <p>7. Establish at least 1 joint-programme with these institutions/resource persons for content development by 12/07.</p> <p>8. Organize at least 1 meeting/visit with each institutions and resource person identified for possible collaboration by 12/07.</p> <p>9. Process PMUs and target groups' information queries as soon as they are received at the RCU.</p> <p>10. Digitize content items as soon as they are received at the RCU.</p> <p>11. Develop and support mass outreach of content developed. (Support to 18 mass outreach efforts undertaken by the 9 member projects of documentation planned for in 2007.)</p> <p>12. Assist the Ministry of Agriculture and Land</p> | <p>concluded with ICARDA. KariaNet recruited a consultant on gender issues and had her extract gender-related success stories not only from the member projects but also from IFAD projects in Yemen and Syria.</p> <p>7. A Research Support Grant Agreement was established with ICARDA and a contract was signed with a consultant on gender issues to generate content for KariaNet based on priority needs identified.</p> <p>8. The Regional Coordinator visited the ICARDA Regional Office in Tunisia twice for discussions and to supervise progress and maintained continuous contact via e-mail and telephone.</p> <p>9. Done, though very few requests were received. A request to provide guidelines for developing and writing case studies was promptly addressed enabling the members to prepare for the 3rd Thematic Workshop.</p> <p>10. Lots of materials were digitized and uploaded onto the new KariaNet Website. For example, the success stories presented at the 2nd Thematic Workshop in Amman were digitized and uploaded.</p> <p>11. All 9 projects participated intensively in this effort. The results are impressive. 13 video films were produced, mostly of success stories and best practices that projects had documented. 3 interactive CDs documenting best practices/success stories, indigenous water harvesting and distribution best practices, and agro-pastoral assets of Tunisia were produced. One project digitized and organized its database, providing working access to the entire project. However this database is not available online. And in print media 7 publications including some brochures and a manual on participatory practices were produced.</p> <p>12. The Ministry of Agriculture and Land</p> | <p>7. </p> <p>8. </p> <p>9. </p> <p>10. </p> <p>11.  The project obviously had to reach a critical mass in terms of its development of content before the start of media production and distribution could take off.</p> <p>12.   The activities of the National Network</p> |
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| <p>Reclamation to develop and establish a National Knowledge Sharing Network for Poverty Reduction. Assistance to the Facilitator in organizing activities including 1 thematic workshop on an issue of interest to the network members.</p> <p>13. Assist at least 2 member projects in the organization of a thematic workshop each by 12/07.</p> <p>14. Organize a workshop on IFAD's regional networking experience in knowledge sharing by 11/07.</p> | <p>Reclamation by Ministerial Decree set up the governance and executive bodies of the National Knowledge Sharing Network for Poverty Reduction in Egypt in 01/08. The National Network in collaboration with a member project, Menia APIP, organized a one-day workshop.</p> <p>13. 2 member projects in Tunisia organized a national workshop to share experiences on M & E. Another project in Egypt set out to organize a similar national workshop but time constraints made it impossible for them to organize the workshop during 2007. The project in Morocco ran a local workshop on ICT use for knowledge sharing. It had originally planned a national workshop but could not go forward when its fellow project withdrew from KariaNet.</p> <p>14. This workshop was to be held mid-year and preparatory work like development of TORs had been done. The Programme Management Committee, however, suggested that, given other priorities, this activity should be set aside.</p> | <p>were few compared to the Action Plan it had prepared and got approved. For various reasons the network struggled but could not reach criticality. The Network was evaluated and the findings were presented to the KariaNet Steering Committee.</p> <p>13. </p> <p>14. </p> |
| <p>Output 4: Pilot, innovative ICT mechanism for involving rural communities in knowledge sharing developed</p> <p>6. Initiate activities to organize at least 1 training programme on ICT use for the community members of the pilot community by 12/07</p> <p>7. Document success stories and best practices within the target community.</p> | <p>6. 4 training courses were organized attended by 40 participants. In addition 2 awareness workshops were organized on the benefits of ICT use and knowledge sharing.</p> <p>7. Using the new video filmmaking competency of the host project (Yarmouk Project) 3 success stories were documented and shared.</p> | <p>6. </p> <p>7. </p> |
| <p>Output 5: A functioning network supported by an operational Regional Coordination Unit is established</p> <p>6. M & E System of the network, combining</p> | <p>6. The M & E system is in place and functional.</p> | <p>6.   Based on the instructions of the 3rd</p> |

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| <p>LogFrame and Outcome Mapping approaches to be operational in 2006 (including a detailed note on the M & E system, completion of the baseline survey of all 10 projects and assistance to all 10 projects to collect M & E information for 2005, 2006 & 2007). Organize an impact study of KariaNet on the project members and their operations.</p> <p>7. Organize evaluation/supervision missions: Organize 1st IFAD Supervision Mission and the IFAD-IDRC Self-Assessment Mission of KariaNet Phase 1.</p> <p>8. Organize Steering Committee Meetings and Programme Management Committee Meetings as agreed to by the Steering Committee in its meeting in 2006</p> <p>9. Manage RCU resources and budget as per IDRC rules</p> <p>11. Organize regional events of the network</p> <p>12. Organize at least 1 visit to member projects in five countries by 12/07</p> <p>13. Participate in regional and international</p> | <p>Being the last year of the project the Annual Monitoring Matrix was replaced with an Appreciative Survey to collect information on the main changes that occurred in the last three years. The responses to the questionnaires by projects and individual staff are being analyzed and the report is expected early in 2008.</p> <p>7. The 1st IFAD Supervision Mission was planned for but could not take place. Two independent consultants were contracted by IFAD and IDRC to undertake a Self Assessment Study of KariaNet. The study is expected early in 2008.</p> <p>8. 4 PMC meetings were organized. The Steering Committee's 4th Meeting was planned in Tunisia in 11/07 but was postponed to early in 2008 so they could act upon the findings of the Self Assessment Study.</p> <p>9. Done</p> <p>11. The 3rd Annual Thematic and Coordination Workshop was held in Cairo, Egypt with the participation of 9 member projects and partners. A special feature was the participation of beneficiaries from the projects, who presented and discussed the success stories that had been documented of their work. The other regional Workshop, already reported, was the Training in Video Filmmaking in Alexandria, Egypt, which trained 10 participants from 9 projects.</p> <p>12. Only 4 of the 9 member projects in 2 countries could be visited by the Regional Coordinator given that this was the last year of the project and the demands on the RCU were very heavy. However, the RC maintained close contact with the member projects using e-mail, Skype and the various e-for a.</p> <p>13. The Regional Coordinator was invited to and</p> | <p>Steering Committee meeting the M & E was to be reviewed and adapted as necessary in 2007. Action taken on this has not been reported. The baseline survey was implemented and data collected. Data analysis was deferred as the data as required was not received from a few of the projects. Action taken on this has not been reported.</p> <p>7.  </p> <p>8. </p> <p>9. </p> <p>11. </p> <p>12. </p> <p>13. </p> |
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| events to share network experience | participated in the Regional Implementation Workshop organized by NENA/IFAD in Amman, Jordan in 10/07 on Rural Finance and M & E. | |
| 14. Establish regular contact with all IFAD projects in the region, especially those not selected as member projects | 14. The contact with IFAD projects in the region, which were not participating in KariaNet, was limited to some e-mail contact and at regional meetings like the Implementation Review Workshop in Amman. | 14. ★ |
| 15. Prepare Annual Workplans, Progress Reports and Budgets | 15. Done | 15. ★ |
| 16. Prepare Audit Reports | 16. Done | 16. ★ |

Note: The following signs are used to provide a qualitative indicator of the efficiency (and effectiveness to a certain extent) of the project's efforts:



Planned expectations met in the time allocated



Problems and obstacles prevented meeting planned expectations in time allocated



Planned expectations were exceeded in the time allocated

Sources of Information:

Annual Workplan & Budget for 2007, Draft Version 3.0 Submitted to the Steering Committee at its 3rd Meeting, 01 December 2006, RCU-KariaNet, Cairo, January 2007

Annual Progress Matrix for 2007, Draft Version 1.0 Submitted to the Steering Committee at its 4th Meeting on 25 February 2008, RCU-KariaNet, Cairo, February 2008

Selective extracts from the Minutes of the 4th Meeting of the KariaNet Steering Committee – 25th February 2008, in Cairo, Draft Version for Approval by Steering Committee, RCU-KariaNet, Cairo, March 2008

Annex 6

A Case Study on KariaNet's Dynamics

Connecting to Learn and Share: Understanding the Meta-Conversation

KariaNet activities were set out to first provide connectivity amongst its members and then to the World Wide Web and secondly, started building the capacities and competencies of its members so they could share knowledge and learning amongst themselves, and in the process, in time, improve the performance and impacts of their projects. An obvious metric to understand how well the activity connected people, helped

them to reach out and share knowledge would be to better understand how the members involved themselves and used the electronic discussion groups that were set up by KariaNet.

KariaNet established three slightly overlapping networks or D-Groups.

1. ***The first simply referred to as the KariaNet brought together 83 participants.***
The participants were not only staff members of IFAD projects that were part of the KariaNet activity but also from other development agencies, from IFAD, from IDRC and from other networks, all drawn together to learn and share and facilitate development. The KariaNet over the three years it existed shared 452 messages amongst themselves and uploaded 53 resources onto the site and made them available to the others. Dr Mustapha Malki, the Coordinator of the Regional Coordination Unit of the KariaNet activity, moderated the KariaNet D-Group.
2. ***The second was a much smaller group primarily meant for the Project Knowledge Facilitators,*** who played a key role in the evolution of the KariaNet activity. In addition to the PKFs, as they were referred to this group of 21 participants had amongst them participants from IFAD, IDRC and other development agencies. The 21 participants shared 252 messages amongst themselves over the three years and its members uploaded 21 resources into the site and made them available to others. Dr Mustapha Malki, the Coordinator of the Regional Coordination Unit of the KariaNet activity, moderated the PKF's D-Group.
3. ***The third D-Group that KariaNet helped give life to brought together the members and associates of the Egypt National Network on Knowledge Sharing for Rural Poverty Reduction,*** a pilot effort supported by KariaNet and led by the Ministry of Agriculture and Land Reclamation in Egypt. The national network brought together multilateral and bilateral-supported projects working on agriculture and rural development and other stakeholder agencies. It had 21 participants and over the two years it has existed the members shared 116 messages amongst themselves and uploaded 21 resources and made them available to the others. The national network was moderated by Mr Sayd Hussein, Director, International Financing Agencies Department, Ministry of Agriculture and Land Reclamation, Cairo, Egypt.

An analysis of the involvement of the participants in the three D-Groups in sharing messages suggests that they exhibit the characteristics of most networks, especially electronic networks. A few participants generate a lot of messages; at the other extreme a few do not share messages at all; and, in the middle, lie most of the participants who generate a few messages each and all this can be graphically visualized into a reasonably recognizable bell-curve of distribution.. In this sense the KariaNet D-Groups were on par with other networks.

There were however, subtle but important differences amongst the three. The most active and cohesive D-Group was the PKF's Group. They were small, worked closely with each other, had similar tasks and jobs and were involved in focused project work that required them to share and work together. The National Network was the youngest of the three and had not evolved and involved itself in activities that would bring the group together and get them to share amongst themselves.

What was in the messages they shared provided the most learning?

The messages dealt with a wide range of subjects, broadly classifiable as follows:

- ✚ Messages from the Moderators that included announcements, reminders, information on resources that he had uploaded on to the site, responses to messages of other participants, general correspondence relating to organizing of events and participation in e-discussions and forums.
- ✚ Calls from participants inviting other participants to join them in chats, using discussion platforms and VOIP
- ✚ Messages of greetings for important festivals, wishing participants on their birthdays and wishing speedy recovery from illnesses.
- ✚ Announcements by participants of events and resources.
- ✚ Messages from participants of resources they had uploaded on to the site.
- ✚ General correspondence.
- ✚ Messages contributing to and responding to discussions of particular issues, documents, events or comments.
- ✚ Messages used by groups of participants to jointly plan and implement an event or draft a document.

Given that the objective of KariaNet was to share knowledge amongst members, in projects, and across projects and countries ***the analysis shows that the networks were actually used to share information, but very little of knowledge extracted from the work of the network members was shared, though there were a few cases to suggest what could be.*** This could be because the networks have been around for a short period and, more importantly, because efforts to build the competencies of participants in identifying and extracting/generating knowledge and learning, documenting it and sharing it has just begun with successful efforts such as getting projects to document and share their successes. ***A key learning here is that connectivity alone not necessarily leads to interaction and sharing.*** There has to be a reason to interact and excuses to interact before people will use available connectivity to interact. Perhaps, it would make more sense to focus on learning and using learning and working together to improve projects'

performance and impact and then provide the connectivity when people demand to be able to connect up.

Complete strangers when provided electronic connectivity rarely overcome their reticence and communicate greetings and general correspondence. One can surmise that the opportunities that KariaNet provided for a core group of the participants to meet physically at workshops and training programmes enabled them to meet and build relationships over time, which in turn was manifested in the interactions. Physical meetings and the time to grow relationships is the fuel that powers interaction in e-networks.

A surprisingly large number of participants when given the opportunity to comment on, join in and work with others, help think, plan and implement an event or develop a document did so. And this took place across projects, across hierarchies, all very unusual given the normal social practices common in the region. Good working relationships and opportunities to do collaborative work are welcome and people enjoy the involvement, the transparency and being able to give direction and to influence what is happening.

Participants took a chance and shared what they had come across in terms of resources and with proper orientation and help and a demand for improvement from the powers above one can easily visualize participants from projects beginning to ask for help from others for challenges they face and have mapped. One can visualize participants responding to needs of others by analyzing their own experiences and learning and sharing it with the others. Networking, sharing, learning are not commodities to be given or developed but rather chance happenings that are nurtured and cared for till they colonize the mainstream and become the norm rather than the exception.

The moderators were the most proficient of sharers in that they often contributed as much as a quarter to one third of all the messages. Perhaps this was necessary to nudge people along to get them to share in writing in what is overwhelmingly an oral culture. Perhaps it was necessary to get people to interact and share in a managerial environment that often did not demand excellence and improvement and therefore did not put a premium on learning and innovating. Experience elsewhere also shows that networks, particularly ones that are over a single-digit number in size and are made up of diverse types of people need moderation, particularly periodic synthesizing of the conversations so people can build on what they discuss instead of going round and round. A point to remember while trying to create and manage networks is that by their very nature networks tend to be flat organizations that are mildly anarchic. Further, they are not well understood and are unpredictable because of their complexity. Like growing a plant in a new environment sometimes all one can do is to provide it with a conducive and convivial environment and hope for the best.

Was the networking effective and efficient? Perhaps it could have been more effective if everyone in the projects could have been connected up. More importantly, ***they could have been more effective if the capacity building in learning and managing knowledge***

had been done in parallel to the connectivity. The predominant language of the conversation often proved to be a barrier for those who did not feel they are proficient enough in it. Most of the discussion was in English with large numbers of people more comfortable in Arabic and French. The participants we met suggested that instead of taking on the almost impossible task of running networks in many languages a more sensible and feasible option would be to help participants to become more functional and capable in English.

Annex 7

A Quick Overview of Outcome Mapping



The Challenges of Assessing Development Impacts

As development is essentially about people relating to each other and their environment, the focus of Outcome Mapping is on people and organizations. The originality of the methodology is its shift away from assessing the products of a program (e.g., policy relevance, poverty alleviation, reduced conflict) to focus on changes in behaviours, relationships, actions, and/or activities of the people and organizations with whom a development program works directly.

In its conceptual and practical work over the past few years, IDRC's Evaluation Unit has encountered fundamental challenges in assessing and reporting on development impacts. While development organizations are under pressure to demonstrate that their programs result in significant and lasting changes in the well-being of large numbers of their intended beneficiaries, such "impacts" are often the product of a confluence of events for which no single agency or group of agencies can realistically claim full credit. As a result, assessing development impacts, especially from the perspective of an external agency, is problematic. Yet many organizations continue to struggle to measure results far beyond the reach of their programs.

To address this problem, IDRC has been working with Dr Barry Kibel, of the Pacific Institute for Research and Evaluation, to adapt his Outcome Engineering approach to the development research context. Methodological collaboration with the West African Rural Foundation and testing with the Nagaland Empowerment of People through Economic Development project and the International Model Forest Network Secretariat, have greatly informed this adaptation process. A methodology, Outcome Mapping, has evolved which characterizes and assesses the contributions development programs make to the achievement of outcomes. Outcome Mapping can be adapted for use at the project, program, or organizational levels as a monitoring system or it can be used to evaluate on-going or completed activities. It takes a learning-based and use-driven view of evaluation guided by principles of participation and iterative learning, encouraging evaluative thinking throughout the program cycle by all program team members.

This shift significantly alters the way a program understands its goals and assesses its performance and results. Outcome Mapping establishes a vision of the human, social, and environmental betterment to which the program hopes to contribute and then focuses monitoring and evaluation on factors and actors within its sphere of influence. The program's contributions to development are planned and assessed based on its influence on the partners with whom it is working to effect change. At its essence, development is accomplished through changes in the behaviour of people; therefore, this is the central concept of Outcome Mapping.

Outcome Mapping: Focusing on Change in Partners

Outcome Mapping provides not only a guide to essential evaluation map-making, but also a guide to learning and increased effectiveness and affirmation that being attentive along the journey is as important, and critical to, arriving at a destination.

Michael Quinn Patton, Foreword

Outcome Mapping focuses on one particular category of results - changes in the behaviour of people, groups, and organizations with whom a program works directly. These changes are called "outcomes." Through Outcome Mapping, development programs can claim contributions to the achievement of outcomes rather than claiming the achievement of development impacts. Although these outcomes, in turn, enhance the possibility of development impacts, the relationship is not necessarily one of direct cause and effect. Instead of attempting to measure the impact of the program's partners on development, Outcome Mapping concentrates on monitoring and evaluating its results in terms of the influence of the program on the roles these partners play in development.

In the IDRC context, defining outcomes as "changes in behaviour" emphasizes that, to be effective, development research programs must go further than information creation and dissemination; they must actively engage development actors in the adaptation and application. Such engagement means that partners will derive benefit and credit for fulfilling their development roles whereas development programs will be credited with their contributions to this process. With Outcome Mapping, programs identify the partners with whom they will work and then devise strategies to help equip their partners with the tools, techniques, and resources to contribute to the development process. Focusing monitoring and evaluation on changes in partners also illustrates that, although a program can influence the achievement of outcomes, it cannot control them because ultimate responsibility for change rests with its boundary partners, and their partners and other actors. The desired changes are not prescribed by the development program; rather, Outcome Mapping provides a framework and vocabulary for understanding the changes and for assessing efforts aimed at contributing to them.

Terminology

Boundary Partners: Those individuals, groups, and organizations with whom the program interacts directly to effect change and with whom the program can anticipate some opportunities for influence.

Outcomes: Changes in relationships, activities, actions, or behaviours of boundary partners that can be logically linked to a program's activities although they are not necessarily directly caused by it. These changes are aimed at contributing to specific aspects of human and ecological well-being by providing the boundary partners with new tools, techniques, and resources to contribute to the development process.

Progress Markers: A set of graduated indicators of changed behaviours for a boundary partner that focus on depth or quality of change.

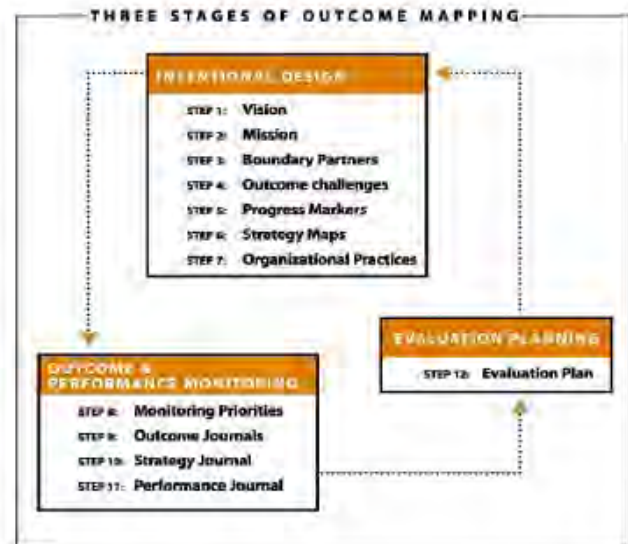
Outcome Mapping

- Defines the program's outcomes as changes in the behaviour of direct partners
- Focuses on how programs facilitate change rather than how they control or cause change
- Recognizes the complexity of development processes together with the contexts in which they occur
- Looks at the logical links between interventions and outcomes, rather than trying to attribute results to any particular intervention
- Locates a program's goals within the context of larger development challenges beyond the reach of the program to encourage and guide the innovation and risk-taking necessary
- Requires the involvement of program staff and partners throughout the planning, monitoring, and evaluation stages

The Structure of Outcome Mapping

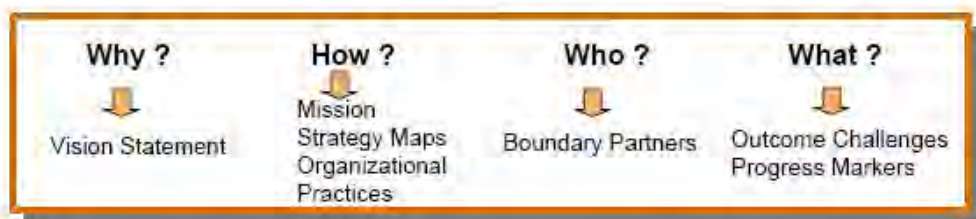
Integrating Program Learning, Reflection, and Improvement

Outcome Mapping provides a development program with the tools to think holistically and strategically about how it intends to achieve results. Ideally, monitoring and evaluation would be integrated at the planning stages of a program. However, this is not always the case, so Outcome Mapping has elements and tools that can be adapted and used separately. The full Outcome Mapping process includes three stages. For each stage, tools and worksheets are provided to assist programs to organize and collect information on their contributions to desired outcomes.



Outcome Mapping encourages a program to introduce monitoring and evaluation considerations at the planning stage and link them to the implementation and management of the program. It also unites process and outcome evaluation, making it well-suited to the complex functioning and long-term aspects of international development programs where outcomes are intermeshed and cannot be easily or usefully separated from each other. Focusing monitoring and evaluation around boundary partners allows the program to measure the results it achieves within its sphere of influence, to obtain useful feedback about its efforts to improve its performance, and to take credit for its contributions to the achievement of outcomes rather than for the outcomes themselves. The above diagram illustrates the three stages of Outcome Mapping and the twelve steps of an Outcome Mapping design workshop.

The first stage, Intentional Design, helps a program clarify and reach consensus on the macro-level changes it would like to support and to plan the strategies it will use. Outcome Mapping does not help a program identify programming priorities. It is only appropriate and useful once a program has chosen its strategic directions and wants to chart its goals, partners, activities, and progress toward anticipated results. After clarifying the changes the program intends to help bring about, activities are chosen that maximize the likelihood of success. The Intentional Design stage helps answer four questions:

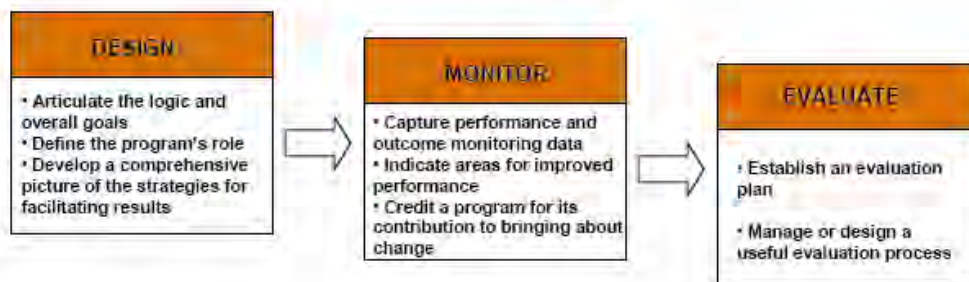


The second stage, Outcome and Performance Monitoring, provides a framework for ongoing monitoring of the program's actions in support of its boundary partners' progress towards the achievement of outcomes. The program uses progress markers, a set of graduated indicators of behavioral change identified in the intentional design stage, to clarify directions with boundary partners and to monitor outcomes (Outcome Journal). It uses a Strategy Journal (to monitor strategies and activities) and a Performance Journal (to monitor organizational practices) to complete a performance monitoring framework. This framework provides the program the opportunity and tools both to reflect on and improve performance and to collect data on the results of its work with its boundary partners.

Whereas with the monitoring framework in Stage 2 the program gathers information that is broad in coverage, a strategic evaluation examines a strategy, issue, or relationship in greater depth. **The third stage**, Evaluation Planning, helps the program set evaluation priorities so that it can target evaluation resources and activities where they will be most useful. An evaluation plan outlines the main elements of the evaluations to be conducted.

Using Outcome Mapping

Outcome Mapping is usually initiated through a participatory workshop led by an internal or external facilitator who is familiar with the methodology. This event is geared to the perspectives of those implementing the program and focuses on planning and assessing the changes they want to help bring about. It is useful to include boundary partners in the initial workshop for input on the relevance, activities, and direction of the program. This workshop allows the group to reach consensus about the macro-level changes they would like to support and the strategies to be employed to do this. It also provides a basis for subsequent discussions with partners to negotiate program intentions and to help the program develop a monitoring system and establish an evaluation plan.



Outcome Mapping helps a program be specific about the actors it targets, the changes it expects to see, and the strategies it employs and, as a result, be more effective in terms of the results it achieves. It is particularly valuable for monitoring and evaluating development programs whose results and achievements cannot be understood with quantitative indicators alone but also require the deeper insights of a qualitative, contextualized story of the development process.

Outcome Mapping is a dynamic methodology that is currently being tested at the project, program, and organizational levels. *Outcome Mapping: Building Learning and Reflection into Development Programs*, by Sarah Earl, Fred Carden, and Terry Smutylo, will be published in English in October 2001, and in French and Spanish in 2002. It explains the various steps of the approach and provides more detailed information on facilitating the design workshop, including worksheets and examples. Outcome Mapping remains a work in progress so we look forward to receiving your comments and suggestions.